Standard Summary Project Fiche

1. Basic information

1.1. Désirée Number: CZ01-10-03
1.2. Title: Finalising of structures and measures to increase absorption capacity at the national and regional levels
1.3. Sector: Economic and Social Cohesion
1.4. Location: The Czech Republic

2. Objectives

2.1 Overall Objective:
Ability to take on the obligations of membership in the area of regional policy and co-ordination of structural instruments for economic and social cohesion with the aim of supporting regional and economic development.

2.2 Project Purpose:
To ensure that the Czech Republic has the appropriate skills and expertise among sufficient number of regional and central level officials and regional project developers in order to enhance the capacity of regions to generate and implement development projects.

2.3. Accession Partnership and NPAA priority

Accession Partnership: Regional policy and cohesion
Establishment of a legal, administrative and budgetary framework for an integrated regional policy in order to participate in EU structural programmes after accession.

NPAA: Medium-term priorities :Economic and Social Cohesion:
The medium term NPAA priorities are:
- Strategic and technical support to the national bodies in improving programming and co-ordination process
- Creating and testing the information system for monitoring the course of implementation of EU programmes in preparation for the use of SF
- Drafting new programming documents in the area of ESC and amending the existing operational programmes (ROPs and SOPs)
- Creating and implementing the system of financial management for programmes financed from public funds
- Preparation of instruments for implementing the SF and CF
- Training

3. Description
3.1. Background and justification:

The capacity to generate and implement development projects has been identified as the weakest point of preparation for Structural and Cohesion Funds in the Czech Republic. The project will therefore target the two main issues that will address this problem. These are:

1) The emerging and urgent need to address the looming absorption and development capacity problems by targeting “hands-on” support to development agents and potential project promoters on the ground.

2) Administrative capacity: The ongoing need to develop skills and competence among persons likely to be involved in relevant managing, monitoring and payments authorities at both the central and regional levels

ad 1) Absorption and development capacity:

This part of the project will provide intensive support to enhance development and project capacity as part of SFs preparations. The rationale is given by: the emerging absorption problems; the reality of significantly increased resources for development on Accession, covering a broader range of activities than at present; the real need to not only invigorate local communities to participate in their own development, but also the need to reinforce cooperation and partnership among development agents which leads to a sophisticated project pipeline able to find funding.

This project follows up the “Project Officer” component in the 2000 twinning programme and will build on what will have been established. This project will expand that approach and participants from 3 to all NUTS II regions so that a clearly distinguishable “development community” is functioning nationwide by the end of 2003.

Achieving this will involve as a first step designing and following an “Action Plan” for each NUTS II region, whose sole purpose will be to stimulate the project development capacity and the number and quality of projects. The Action Plan will need to be approved by the appropriate regional and national structures, including the EC, before implementation can start. It will be developed in each region by the locally assigned regional expert(s), in close consultation with the relevant stakeholders and partners.

At a minimum, an Action Plan will need to determine:

a) the partners in the regions (development animators (public, private), final beneficiaries);

b) the overall project capacities (project capacity, broader development capacity, no. and nature of ‘ready’ projects, no. and nature of project ideas);

c) the methods for instigating ideas and their transformation into projects

d) the optimum flow of information and contacts between the already established committee structures and the identified potential project promoters;

e) clear structure of assistance for potential project promoters or partnerships, leading to tailored support and ‘hands-on’ coaching to each identified initiative and intervention area;

f) clear, quantified and qualified performance targets for all activities and consistent with ROP/SOP development;

g) a training plan to support the project promoters and partners;

h) implementation plan for ‘hands-on’ assistance and coaching;

i) recommendations;

j) monitoring and reporting systems.

ad 2) Administrative capacity:
Further practical support through training to existing and new administrative structures will be necessary due to a number of key factors: the ongoing recruitment/turnover of public servants; the need to remedy the skills deficit evident in public administration in order to raise the overall management capacity for programmes; and the need to support the development of appropriate skills for SF among the new regional actors, including the smooth functioning of relations with final beneficiaries. This project is not intended to fund the final training to the target groups (identified in the Action Plan). Instead it will focus on the solid preparatory work needed to ensure that the best trainers, curricula, materials and approaches are designed and applied before the training can begin. Crucially, it will build upon a previous ’98 Structural Funds training project, and further develop the training network that was established therein. Specifically, this component will include: reviewing and transforming all materials developed under all 98 projects into a single adult learning methodology; reviewing all candidates who delivered training previously, including outside (of that network) other practitioners, all of whom will be appraised and a percentage selected to form a core pool of trainers to ultimately deliver modules; provision of fast-track training for this pool to ensure levels and skills, including arranging official accreditation of ongoing support once operational.

For the overall harmonisation, work will be co-ordinated with Twinning 2000 to prevent overlaps and ensure complementary approaches (see below).

3.2. Linked activities:

Projects completed or nearly completed before the end of this project

- **ESC Twinning 1998 – SPP (CZ 9807.01.01)** creation of a national development strategy, ISPA and SAPARD programmes; programming documentation and manuals; regional measures for RMMCs (Regional Management and Monitoring Committee) and secretariats in 3 pilot regions;

- **Twinning 2000 (CZ 00.09.01)** – IB/SPP to run from 3Q 2001 – 4Q 2002. The structures for implementing SF-type programmes in productive sector development established, staffed and functioning; General support to updating/finalising programme documentation and SFs manuals for use by officials; Increased regional support for new structures as well nationally to SF policy, human resources and economic development; Absorption capacity building in 3 regions, establishing programme officers, which will initiate a structured process for partnership of key development agents to be extended under 2001.

- **Phare 2000 programmes (CZ 2000-09-02 and 03)** - investment will go to selected 2 target NUTS II regions (Ostravsko and Northwest). Their implementation will provide experience necessary for successful implementation of the newly proposed project.

- **Phare 1997 (CZ 9705-01-01-02) and 1998 (9807-02)** - the outputs of 1997 training project – training of trainers were used for the 1998 training which covers training of administrative structures. Therefore the subject matter of training is partially corresponding to ”Absorption capacity” but it has different target groups. The SPP 98 training project has provided a number of participants from the below mentioned institutions with a general knowledge and understanding about EU structural policies and financial instruments, strategic planning, project development and financial management. However, the participants still need hands on technical assistance and guidance to transfer the acquired theoretical knowledge into practice. Some training materials produced under this project may, however, be used if they are suitable for this project.

- **Phare 99’ programme - Project Preparation Facility (PPF)** - will be used for supervision on preparation of tendering and realisation documentation for Phare 2001 investment projects in
grant schemes. All three target regions will use this support using foreign expert co-operating with local ones.

- This project is also linked with PALMIF (pro-active labour market intervention fund) Horizontal projects CZ 9705.03, with the ending up at the end of 2000 and though enabling all the results to be made a use of.
- A link with the Institutional Building (human resources development) project CZ9902-02-01 consisting of two main components – to assist with strategy and implementation of human resource development and the National Employment Action Plan, and to strengthen their capacity to manage the use of ESF effectively and maximise results - is also essential. A third component has been proposed under the Consensus III which would start in March / April 2001 and would help existing EU funding regimes for active labour market policies and social welfare initiatives to become eligible for ESF. The mechanism developed in this project will be a use for future ESF.
- In addition to Phare funds, there is financial recourses from the Czech state budget for the development of programming documents and monitoring systems. It is expected that the MIT budgetary chapters for 2001/2002 will provide financing for the implementation of projects from the Industry SOP in all other regions, to complement and build on the experience available.

3.3 Results:

1) Absorption and development capacity

1\(^{st}\) stage as part of an extended Inception period, lasting up to 12 weeks

- Partners in each NUTS II region identified, after extensive research and on the ground consultation, and classified according to whether they are project developers, final beneficiaries, or intermediary bodies.
- Comprehensive database of the identified bearers of economic development and other potential project developers in each NUTS II region created by the relevant assigned local expert(s).
- An Action Plan drawn up in each NUTS II region and focused on an agreed selection of intervention areas as set out in EC Guidelines on Structural Funds Actions (2000-2006) in order to stimulate the project development capacity and the number and quality of projects [see specialisations on p.6].

2\(^{nd}\) stage is the implementation of the approved Action Plan and beyond

- Increased overall project capacities and broader absorption and development capacity in each NUTS II region;
- Increased competition for resources under Pre-Accession Funds and improved quality of generated projects for potential funding resulting in an established project pipeline.
- About 10 concrete project proposals (both large individual projects and grant schemes for wide range of beneficiaries) in each region, which would satisfy requirements of structural funds and be in line with the NDP and the relevant ROP priorities. First proposals should be presented to use them for Phare 2003.
2) **Administrative capacity**

- Single teaching, **adult learning methodology** in English and Czech for Structural and Cohesion funds created and ready to be applied as the modular and curricula basis of future administration training (central and regional management, monitoring and paying authorities).

- An officially recognised **accreditation system developed** and applied for pre-selecting an appropriate skills and knowledge-based core pool of Structural Funds trainers; system modified for future appraisal, as necessary.

- A **core pool of accredited trainers** for Structural and Cohesion funds provided with the additional fast-track training to enable an equivalent and appropriate level of technical and pedagogical skills ready for delivery to the central and regional administration;

3.4.**Activities:**

1) **Absorption and development capacity** activities will all focus on the emerging and urgent need to address looming absorption and development capacity problems by targeting tailor-made training, ‘hands on’ assistance and coaching support to development agents and potential project promoters on the ground.

**Activities are:**

- Ensure **Action Plan is drawn up**, widely consulted and approved,
- Implement Action Plan in line with agreed strategies for delivery of all inputs.

2) **Administrative capacity** activities all focus on the on-going need to develop skills and competence among persons likely to be involved in relevant managing, monitoring and payments authorities at both central and regional level.

**They are:**

- Review, and transform into single teaching, adult learning methodology all materials developed under Phare 98
- Define appropriate skills, knowledge (technical and pedagogical) of pool of trainers
- Select from existing trainers (no more than 60% of pool), identify other potential trainers especially from among practitioners already active in development structures previously supported by Phare or other EU resources as part of ESC preparation or Phare CBC (30% of pool),
- Agree with appropriate ministries inputs of specific administrators already active on SF preparation (10% of pool)
- Up-date, provide fast track training to ensure appropriate level and skills
- Assess, appraise successful candidates, arrange official accreditation of on-going support to pool once operational
- Define, review curriculum and materials for "key skills" for successful SF preparation and implementation
- Make final recommendations to the European Commission and Czech authorities on capacity of Czech administration to assume administrative burden of SF preparation and implementation in last quarter of 2003.
Means:

Estimated Technical Assistance input will include:

Central Co-ordination /Management of Project (3 x 18 calendar-months)
- 1 EU Team Leader for both project components: broad economic development, SF experience; experience of development conditions in CEECs essential; evidence of project management and consultancy experience (at least 10 years);
- 1 local expert for central co-ordination and for the NUTS II region of Praha: - broad economic development, SF-preparatory experience in Czech conditions; experience of development conditions in Czech regions; experience of Czech institutions at central and regional level, evidence of project management and consultancy experience (at least 10 years)

Long-term experts in all NUTS II regions (excluding Praha, which is covered by the input of the central co-ordination unit above) – (7 x 18 calendar-months). The space and administrative staff will be provided by each region.

Requirements: broad experience of economic development programmes and projects assisted through EU programmes in the Czech Republic in recent years, fluent in Czech and English and with relevant experience and knowledge of the region.

Specialised central pool of local and EU experts [to be used in regions as required]; the expected total number of man-months is to be 31 (EU, at least 17) to be provided to cover the main areas as follows:

The pool will cover the following specialisations:
- Small-Scale Infrastructure to Enhance Competitiveness
- SME/Productive Investment - especially SME Finance, Innovation and Inter-enterprise Co-operation
- Employment/HRD including design of major training programmes and projects at local level
- Small - Scale Spatial Planning (local, urban, rural, "bottom-up"/integrated).
- Experts/trainers for delivery of required inputs for the part of the administrative capacity. [see 3.4]

General Competencies for All Experts:
All experts require following:
- Proven successful ability to prepare and develop projects, including drafting of project documentation
- Proven successful ability to train, coach and facilitate development processes based on solid professional and communications skills
- Knowledge and experience of SF preparations in CEECs (in case of EU experts), Czech situation (in case of local experts).

4. Institutional Framework
The project will be closely linked to the regional managing and monitoring structures, in particular to the Regional Councils and Regional Development Committees established during 2001 on the basis of the Act No. 248/2000 Coll. on Support to Regional Development in each NUTS II regions. The Regional Councils carry out the tasks of the regional managing
authorities, the Regional Development Committees perform the monitoring tasks. Support structures established for these bodies will have close contact with experts under this project. Sectoral Management and Monitoring Committees were established for preparation of SOPs.

The Centre for Regional Development (CRD), as the implementing agency for Phare CBC and Phare 98 pilot regional operational programmes, shall establish Regional Executive Units (REU) in all NUTS II regions by the end of 2001. REUs will be responsible for project implementation, basic monitoring.

The Ministry for Regional Development, together with the Ministries of Labour and Social Affairs and Industry and Trade will monitor and co-ordinate the work of the Contractor through the Steering Committee, on the basis of regular reporting from the Regional Development Committees, which will monitor the regional components in their respective NUTS II regions. All regular outputs of the project will be discussed at national level in the Management and Co-ordination Committee.

5. Detailed Budget in M€

<table>
<thead>
<tr>
<th>Project Components</th>
<th>Investment Support</th>
<th>Institution Building</th>
<th>Total Phare (= I + IB)</th>
<th>National Co-financing</th>
<th>IFI</th>
<th>TOTAL</th>
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<td>1,5</td>
<td>*</td>
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<tr>
<td>TOTAL</td>
<td></td>
<td>1,5</td>
<td>1,5</td>
<td>*</td>
<td>1,5</td>
<td>1,5</td>
</tr>
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</table>

* - for Absorption Capacity element Czech side will provide office space and equipment for all experts.  
- for Administrative element Czech side will fully cover the costs of the training for improving the administrative capacity [see section 3.1]

6. Implementation Arrangements

6.1 Implementing Agency
Responsibility for the administration related to the procedural aspects of procurement, contracting and accountancy will rest with the CFCU. Responsibility for the administration related to the preparation, technical control and implementation is with the overall Beneficiary, the MRD.

There will be the Steering committee comprising of representatives of Ministry for Regional Development, Ministry of Labour and Social Affairs, Ministry of Industry and Trade, Pre-Accession Advisers (twinners). This Committee will meet regularly every three months.

Contact point for the MRD:

Mrs Drahomíra Vrbská, Director of European Integration and Structural Funds Department, MRD, Staroměstské nám. 6, 110 15 Prague 1, tel.: 420 2 2486 1424, fax: 420 2 2481 2930, e-mail: vrbdra@mmr.cz.

6.2 Non – standard aspects
The "Practical Guide to Phare, Ispa & Sapard contract procedures" shall be followed.

6.3 Contracts
There will be one service contract for the whole project.

7. **Implementation Schedule**
   
   **Start of tendering:** 3Q 2001
   
   **Start of project activity:** 1Q 2002
   
   **Project completion:** 2Q 2003

8. **Equal Opportunity**
   
   Equal opportunity principles and practices in ensuring equitable gender participation in the project will be guaranteed.

9. **Conditionality and sequencing**
   
   - Regional Councils, Regional Development Committees and their support bodies will be established in accordance with the Act No. 248/2000 Coll. on Support to Regional Development and operational in each NUTS II region by the start of this project during 1st half-year 2001;
   
   - Stipulated Czech co-financing available by the start of this project, including adequate allocation provided for financing the training for improving the administrative capacity.

**Annexes to Project Fiche**

1. Logical framework matrix in standard format
2. Detailed implementation chart
3. Contracting and disbursement schedule by quarter for full duration of programme, including disbursement period
## LOGFRAME PLANNING MATRIX FOR

<table>
<thead>
<tr>
<th>Project</th>
<th>Finalising of structures and measures to increase absorption capacity at the national and regional levels</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programme name and number:</td>
<td>CZ01-10-03</td>
</tr>
<tr>
<td>Contracting period expires:</td>
<td>31/10/2003</td>
</tr>
<tr>
<td>Disbursement period expires:</td>
<td>31/10/2004</td>
</tr>
<tr>
<td>Total Budget:</td>
<td>1,5 M€</td>
</tr>
<tr>
<td>Phare budget:</td>
<td>1,5 M€</td>
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</tbody>
</table>

### Overall objective
- Ability to take on the obligations of membership in the area of regional policy and co-ordination of structural instruments for economic and social cohesion
- Acknowledgement by the European Commission
- EC Regular Report

### Project purpose
- To ensure that the Czech Republic has adequate absorption and administrative capacity within respective bodies based on well-functioning management and monitoring and dynamic developers capable of proposing good projects and co-operating among themselves.
- Number of non-infrastructure projects eligible for EU financing increased – project pipeline developed;
- Improved quality of project documentation in the preparatory phase: increased number of projects on long resp. short lists
- Existing and effectively working informal networks of developers active in development;
- ROPs in all NUTS II regions with activities within clear measures;
- Increased publicity of EU programmes reflected by establishment of public interest networks and organisations active in the area of regional development;
- Progress reports prepared for the MC-ESC (or its equivalent by the relevant time)
- National and regional structures successfully assume their programming and monitoring roles;
- Work continues on drafting and refinement of programming documentation;
- Phare – ESC investment support continues;
- MRD successfully assumes its co-ordination role in ESC;
- Effective information transfer among key ministries takes place;

### Results

#### 1) Absorption and development capacity

1st stage as part of an extended Inception period, lasting up to 12 weeks
- Partners in each NUTS II region identified, after extensive research and on the ground consultation, and classified according to whether they are project developers, final beneficiaries, or intermediary bodies.
- Comprehensive database of the identified bearers of economic development and other potential project developers
- Number of non-infrastructure projects eligible for EU financing increased – project pipeline developed;
- Improved quality of project documentation in the preparatory phase: increased number of projects on long resp. short lists
- Existing and effectively working informal networks of developers active in development;
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- Work continues on drafting and refinement of programming documentation;
- Phare – ESC investment support continues;
- MRD successfully assumes its co-ordination role in ESC;
- Effective information transfer among key ministries takes place;

1. Absorption capacity measures
- Project proposals at least 30% increased above the rate of increase in project proposals over the period 15 months
- Projects quality increased including project documentation
- Number of developers in each NUTS II region trained;
- Number of seminars, workshops organised,
- Phare 9807.01.01 and CZ00.09.01 twinning projects reports
- Operational Programmes;
- Progress & final reports, audit findings & other
- Members of all respective bodies in all NUTS II regions implement the knowledge and skills gained through the training;
- Number of non-infrastructure projects with significant regional and national economic impact increases;
in each NUTS II region created by the relevant assigned local expert(s).

- An Action Plan drawn up in each NUTS II region and focused on an agreed selection of intervention areas as set out in EC Guidelines on Structural Funds Actions (2000-2006) in order to stimulate the project development capacity and the number and quality of projects.

2nd stage is the implementation of the approved Action Plan and beyond

- Increased overall project capacities and broader absorption and development capacity in each NUTS II region;
- Increased competition for resources under Pre-Accession Funds and improved quality of generated projects for potential funding resulting in an established project pipeline.
- About 10 concrete project proposals (both large individual projects and grant schemes for wide range of beneficiaries) in each region, which would satisfy requirements of structural funds and be in line with the NDP and the relevant ROP priorities. First proposals should be presented to use them for Phare 2003.

2) Administrative capacity

- Single teaching, adult learning methodology in English and Czech for Structural and Cohesion funds created and ready to be applied as the modular and curricula basis of future administration training (central and regional management, monitoring and paying authorities).
- An officially recognised accreditation system developed and applied for pre-selecting an appropriate skills and knowledge-based core pool of Structural Funds trainers; system modified for future appraisal, as necessary.
- A core pool of accredited trainers for Structural and Cohesion funds provided with the additional fast-track training to enable an equivalent and appropriate level of technical and pedagogical skills ready for delivery to the central and regional administration;

<table>
<thead>
<tr>
<th>their quality assessed.</th>
<th>assessment and evaluation reports from ESC projects;</th>
<th>Effective operation of informal networks of developers in the regions exists;</th>
</tr>
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<tbody>
<tr>
<td>2. Admin. Capacity at the NUTS II level</td>
<td>• Approximately 100 of staff of the different bodies in each NUTS II region trained;</td>
<td>• Recommendations are implemented by the relevant MRD staff and regional bodies.</td>
</tr>
<tr>
<td>• Reports and statistics from developers, NUTS III and municipal authorities;</td>
<td>• sufficient good local consultants exist or can quickly be trained within TA project to be able to help programme operators</td>
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</tbody>
</table>

- Effective operation of informal networks of developers in the regions exists;
- Recommendations are implemented by the relevant MRD staff and regional bodies.
- sufficient good local consultants exist or can quickly be trained within TA project to be able to help programme operators.
## Activities

1) **Absorption and development capacity** activities will all focus on the emerging and urgent need to address looming absorption and development capacity problems by targeting tailor-made training, ‘hands on’ assistance and coaching support to development agents and potential project promoters on the ground. Activities are:
- Ensure Action Plan is drawn up, widely consulted and approved,
- Implement Action Plan in line with agreed strategies for delivery of all inputs.

2) **Administrative capacity** activities all focus on the ongoing need to develop skills and competence among persons likely to be involved in relevant managing, monitoring and payments authorities at both central and regional level. They are:
- Review, and transform into single teaching, adult learning methodology all materials developed under Phare 98
- Define appropriate skills, knowledge (technical and pedagogical) of pool of trainers
- Select from existing trainers (no more than 60% of pool), identify other potential trainers especially from among practitioners already active in development structures previously supported by Phare or other EU resources as part of ESC preparation or Phare CBC (30% of pool),
- Agree with appropriate ministries inputs of specific administrators already active on SF preparation (10% of pool)
- Up-date, provide fast track training to ensure appropriate level and skills
- Assess, appraise successful candidates, arrange official accreditation of on-going support to pool once operational
- Define, review curriculum and materials for “key skills” for successful SF preparation and implementation
- Make final recommendations to the European Commission and Czech authorities on capacity of Czech administration

## Means

**Expected Technical Assistance input:**
- Central Co-ordination /Management of Project (3 x 18 calendar-months)
  - 1 EU Team Leader for both project components: broad economic development, SF experience; experience of development conditions in CEECs essential; evidence of project management and consultancy experience (at least 10 years)
  - 1 local expert for central co-ordination and for the NUTS II region of Praha: - broad economic development, SF-preparatory experience in Czech conditions; experience of development conditions in Czech regions; experience of Czech institutions at central and regional level, evidence of project management and consultancy experience (at least 10 years)

**Long-term experts in all NUTS II regions** (excluding Praha, which is covered by the input of the central co-ordination unit above) – (7 x 18 calendar-months). The space and administrative staff will be provided by each region.

**Requirements:** broad experience of economic development programmes and projects assisted through EU programmes in the Czech Republic in recent years. fluent in Czech and English and with relevant experience and knowledge of the region.

**Specialised central pool of local and EU experts** [to be used in regions as required]; the expected total number of man-months is to be 31 (EU, at least 17) to be provided to cover the main areas as follows:

## Sources of Verification

- Project Reports from Contractor (Quarterly)
- Minutes of the Steering Committee

## Assumptions

- Relevant bodies at the regional level are active in participation in the relevant parts of the project;

This project should use results of linked activities (for details see fiche):
- **Twinning 1998 – SPP (CZ 9807.01.01)**
- **Twinning 2000 (CZ 00.09.01)**
- **Phare 2000 programmes (CZ 2000-09-02 and 03) - investment**
- **Phare 1997 (CZ 9705-01-01-02) and 1998 (9807-02) - training project**
- **Phare 99’ programme - Project Preparation Facility (PPF)**
- **PALMIF (pro-active labour market intervention fund) Horizontal projects CZ 9705.03**
- **Institutional Building/twinning (in area of human resources development) project CZ9902-02-01**
- In addition to Phare funds, there is financial recourses from the Czech state budget for the development of programming documents and monitoring systems. It is expected that the MIT budgetary chapters for 2001/2002 will provide financing for the implementation of projects from the Industry SOP in all other regions, to complement and build on the experience available.
to assume administrative burden of SF preparation and implementation in last quarter of 2003.

Target groups of potential final beneficiaries:
- For 1) - Regional Development Agencies (RDA), economic development departments of municipalities, economic development units of future NUTS III regions, regional assistants (MIT), Chambers of commerce, so called executive agencies (CzechTrade, CzechInvest, Business Development Agency, CzechIndustry - the implementation agency specialised on productive sector development programmes) and their regional branches, RPICs, BIC, labour offices, municipalities, regional authorities, NGOs, training institutions, schools and universities, SMEs, unions and associations of employers, unions and associations of employees
- For 2) - Regional Executive Units, Regional Development Committees, Sectoral Operational Programme Steering Committees, the designated implementing structures for the HRD Operational Programme including MoLSA, HRD, National Training Fund and intermediary bodies, different Monitoring Committees

The pool will cover the following specialisations:
- Small-Scale Infrastructure to Enhance Competitiveness
- SME/Productive Investment - especially SME Finance, Innovation and Inter-enterprise Co-operation
- Employment/HRD including design of major training programmes and projects at local level
- Small - Scale Spatial Planning (local, urban, rural, "bottom-up"/integrated).
- Experts/trainers for delivery of required inputs for the part of the administrative capacity.

General Competencies for All Experts:
All experts require following:
- Proven successful ability to prepare and develop projects, including drafting of project documentation
- Proven successful ability to train, coach and facilitate development processes based on solid professional and communications skills
- Knowledge and experience of SF preparations in CEECs (in case of EU experts), Czech situation (in case of local experts).

Preconditions
- Regional Councils, Regional Development Committees and their support bodies in all NUTS II regions established in accordance with the Act on Support to Regional Development (248/2000 Coll.) and operating;
- Regional Executive Units established by the Centre for Regional Development in all NUTS II regions;
- The Management & Co-ordination Committee established and operating in accordance with the Act on Support to Regional Development;

Co-financing:
Czech side will provide offices for the TA experts and will fully cover the costs of the training for improving the administrative capacity.
**Annex 2**

**Detailed Implementation Chart for the Project**

Finalising of structures and measures to increase absorption capacity at the national and regional levels

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<th>Year</th>
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<tr>
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<td>Contracting</td>
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<td>Implementation</td>
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<td>Monitoring</td>
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### Cumulative Contracting and Disbursement Schedule for the Project (M€)

#### Annex 3

#### Cumulative Quarterly Contracting Schedule (M€)

<table>
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<th>Project</th>
<th>4Q/00</th>
<th>1Q/01</th>
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</tbody>
</table>

#### Cumulative Quarterly Disbursement Schedule (M€)

<table>
<thead>
<tr>
<th>Project</th>
<th>4Q/00</th>
<th>1Q/01</th>
<th>2Q/01</th>
<th>3Q/01</th>
<th>4Q/01</th>
<th>1Q/02</th>
<th>2Q/02</th>
<th>3Q/02</th>
<th>4Q/02</th>
<th>1Q/03</th>
<th>2Q/03</th>
<th>3Q/03</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finalising of structures and measures to increase absorption capacity at the national and regional levels</td>
<td></td>
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<td>0.3</td>
<td>0.5</td>
<td>0.8</td>
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<td>1.3</td>
<td>1.5</td>
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