STANDARD SUMMARY PROJECT FICHE

1. Basic Information

1.1 Désirée Number: CZ 2003/004-338.07.01

1.2 Title: Support to the Institute of State Administration for Middle- and Top Level Management

1.3 Sector: Public Administration

1.4 Location: Czech Republic

2. Objectives

2.1 Overall objective
Ability to take on EU membership obligation, including adherence to the aims of political, economic and monetary union.

2.2 Project purpose
Strengthen the capacity of the Institute of State Administration (ISA), developing its training management ability in the framework of the public administration reform

2.3 Accession Partnership and NPAA priority
AP 2001: Short-term priorities related to public administration reform:
- the adoption and implementation of a programme for a public service reform
- Public Service improvement (implementation of the Civil Service Act)

NPAA 2001: Medium-term priorities:
- Elaborating organisational rules and norms for each of the public administration authorities both on central and regional level on the basis of their activities and organisational structure, using an adequate level of standardisation. This task results from the Programme of Changes in the management of central state administration bodies
- Human resources development and management; completion of the public servants training programme

Regular Report 2002: The Institute of State Administration is to coordinate and provide an upgraded system of training for new recruits and throughout the career of officials, as well as targeting specific subjects such as European Union Affairs and languages.

2.5 Cross Border Impact
N/A

3. Description

3.1 Background and justification
In 2004 great changes in performance of central state administration are expected – Civil Service Act will enter into force and the transitional period will start and last up to 2007 and the Czech Republic will become a member of the European Union. Both of these events may have effects on top and middle management in administration bodies. Taking into account all these facts, ISA is ready to prepare and offer actual education modules that enable managers to successfully face all changes through high-quality training.

At the same time ISA becomes a contributory organization (partially funded by Government), which would also significantly affect its performance. In this situation we will appreciate the outcomes of this project, which will contribute to rapid restoration of performance of the ISA and enables the institution promptly respond to the new demand of education, especially that of top and middle management. For this kind of need we prefer using Technical Assistance as a more effective tool.

During this period - Jindrišská 34 building – will be restored into ISA education centre. In the basement of the building a classroom 1 for about 65 students and classroom 2 for 21 students are planned. The classrooms are planned to be used for several purposes, for example – seminar auditorium, training classrooms, international conference and videoconference room. Necessary condition for creation of these multi-purpose rooms is
suitable equipment, which could be funded and covered by this project (cameras, audio technique, equipment for interpretations, lighting, data projectors and PCs, visualisers, convertible furniture and other didactical equipment, such as video-conferencing and international-conferencing equipment, by means of which the ISA would be able to have seminars, training lessons etc., in the “real time” with trainers and lecturers from abroad. Equipment could be also used for purposes on the “working level”, meetings with colleagues from abroad without necessity to travel.

3.2 Linked activities
There is a number of past and current Phare projects, in which the Government Office (Institute of State Administration) is involved or where it has undertaken analysis of the information and results produced, and incorporated the conclusions and recommendation into the compilation of this project fiche.

The Phare project CZ 9703-01-01-03, sub-project “Human Resource Management and Development System for Public Administration”, has been accomplished with the following recommendations:
• to set up a civil service Central Training Institute
• to assess the quality of training programmes
• to control the quality of the training system as a whole
• to institute a system of information on training programmes and their quality
• to employ the above proposed methods for training quality rating

The Phare project CZ 9703-01-01-03, sub-project “The Public Administration Reform in Specific Areas”, has been completed. Its purpose was to make a comparative analysis of institutional affairs connected with the organisation of central state administration institutions. Based on EU experience, the analysis helped to provide the conception base for a discussion of the alternative accession for state administration structures and for the benefit of the proposed programme.

The Phare project CZ 9808-01 “Strengthening of Institutional and Administrative Capacity for the Implementation of Acquis Communautaire” has also come to an end with the following recommendations:
• to extend the generic model for the organisation of Czech Government departments so as to cover also other central public administration bodies including the uses of benchmarking as a criterion of their performance
• specific steps for ensuring good-quality ministerial staff training
• to make use of training standards

The Phare twinning project CZ 00-09-01 „Modernisation of the Central State Administration“ is focused on providing support to three target bodies, namely: Ministry of Interior, CSO at the Government Office, and Office for Public Information Systems. A number of activities will be undertaken to improve human resource management, total quality management (barring QMS building in specific departments and bodies), and the management of change; the outputs will undoubtedly be of relevance in terms of generating improved understanding of human resource management, organisational structures and quality of public services. This project, due to finish in April 2003, will provide timely reference materials.

The Phare project (twinning light) CZ 01-09-04 “Updating of training in EU Matters for Staff Members of Central State Administration Bodies”. Twinning project of training department of the Section of organization, personnel management and training in State administration. is focused on analysis of the situation achieved in the past in EU matters training, defining new demands on training in the state administration, strategies for training, generating proposals for particular training programmes for the target groups. Twinning contract for this project should be signed till the end of 2002.

3.3 Results
• 180 public managers from all relevant ministries and 20 trainers trained in the pilot courses for enhancing of their competences for management or training skills in field of project management, quality management, strategic planning, development of managerial skills, human resource management and development
• training priorities (programmes) identified and adopted
• e-learning facility created and tested
• training modules and materials prepared and used
• increased publicity of ISA (as a new institution) within as well as outside public administration by means of distribution of catalogue of courses and study materials for public administration employees
• two classrooms at the ISA equipped with modern educational technology
• human resources development, improvement of professional skills, additional improvement of efficiency of state administration bodies via more competence managers and via further training of another managers
3.4 Activities

1) Technical Assistance

- Assessment of the quantity and type of training needed for top and middle management in public administration bodies for years 2004 – 2006
- Establishment of management training plans for years 2004 – 2006
- Preparation of planned training modules including training materials
- Implementation of pilot modules, including preparation of Czech lecturers – training of trainers
- Creation and testing of e-learning versions of tested/approved pilot modules
- Printing and distribution of catalogue with courses being realized by ISA and study materials for training and education.

2) Supply of equipment

- Equipping 2 ISA classrooms with modern educational technology for organizing videoconferences and international conferences. This equipment is needed for training purposes, so that the ISA would be able to organize seminars for the state administration employees also with experts from abroad, whose participation could be realized by means of the video-conference.
- Equipment involving indicatively:
  - presentation technology (2 dataprojectors, 2 rolling screens, 2 visualisers),
  - audio-video technology (1 videorecorder, 1 DVD player, 1 cassette recorder, 2 receivers, 2 sets of repro)
  - control system of classrooms,
  - interpretation system for 4 languages,
  - equipment for videoconference (2 cameras, equipment).

4. Institutional Framework

Government Resolution No. 1277 of December 2000 concerning the terms of reference of the central unit for personnel and training activities in public service laid down the competence of the newly established department attached to the Government Office. The department served as a policy-planning, co-ordinating and methodological centre advising central public service bodies in personnel and training affairs and in matters of personnel information systems.

Starting from 1st September 2001, the department was reorganized into what is now the Section of Organization, Personnel Management and Training in State Administration including the Institute for State Administration.

Nowadays, ISA is a part of the section of Organization, Personnel Management and Training in SA. It serves as a training institution for public servants. It prepares the educational programs and pedagogical activities and implements them, coordinates the utilization of educational possibilities in administrative authorities, makes contacts and cooperates with domestic and foreign educational institutions.

The project should help the ISA staff to create comprehensive training methods for public administration employees in order to secure fluent conversion to the new system of public administration in connection with running reform of the public administration.

5. Detailed Budget (mil.€)

<table>
<thead>
<tr>
<th>Project Components</th>
<th>Phare Support</th>
<th>National Co-financing*</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Investment</td>
<td>Institution Building</td>
<td>Total Phare (=I+IB)</td>
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<tr>
<td>Technical Assistance</td>
<td>0.49</td>
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<tr>
<td>Supply of equipment</td>
<td>0.11</td>
<td>0.49</td>
<td>0.15</td>
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<tr>
<td>Total</td>
<td>0.60</td>
<td>0.04</td>
<td>0.64</td>
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</table>

*The national co-financing will be provided from budgetary chapter 304 (Government Office) in the year 2004 and the financial resources will secure investments to renovation of material and technical base of ISA. The Phare investment support will provide the ISA with equipment necessary for training, this equipment shall not be co-financed from the Czech side. There will be parallel co-financing.
6. Implementation Arrangements

6.1 Implementing Agency
The CFCU will be the Implementing Agency responsible for tendering, contracting and accounting. Responsibility for technical aspects related to preparation, implementation and control rests with the ISA as the beneficiary institution

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Head of CFCU
tel.: +420257044551
e-mail: jan.slavicek@mfcr.cz

Beneficiary institution contact person: Mr. Roman Kuruc
Government Office
tel.: +420 (22486) 2326
e-mail: kuruc.roman@vlada.cz

6.2 Twinning
n.a.

6.3 Non-standard aspects
n.a.

6.4 Contracts
(1) Service contract: 0,49 M€
(2) Supply contract: 0,11 M€

7. Implementation Schedule

7.1 Start of tendering/call for proposals: 3Q 2003

7.2 Start of project activity: 1Q 2004

7.3 Project Completion: 4Q 2004

8. Equal Opportunity
There is no difference in the approach to men and women.

9. Environment
n.a.

10. Rates of Return
n.a.

11. Investment Criteria
n.a.

12. Conditionality and Sequencing
The activities mentioned above will be running independently and achievement of results would not be disabled due to delay in one part of the project.
ANNEXES TO PROJECT FICHE

1. Logframe planning matrix
2. Detailed implementation chart
3. Contracting and disbursement schedule
# LOGFRAME PLANNING MATRIX

**Project title:** Support to the Institute of State Administration for Middle- and Top Level Management  
**Programme number:** CZ2003/004-338.07.01

<table>
<thead>
<tr>
<th>Beneficiary institution:</th>
<th>Total budget: 0,64 mil €</th>
<th>Phare budget: 0,60 M€</th>
</tr>
</thead>
</table>

## Overall objective

**Ability to take on EU membership obligation, including adherence to the aims of political, economic and monetary union.**

- **Objectively verifiable indicators:** Acknowledgement by the European Commission
- **Sources of Verification:** Accession Treaty

## Project purpose

**Strengthen capacity of the Institute of State Administration (ISA), developing its training management capacity in the framework of the public administration reform**

- **Objectively verifiable indicators:** Successful fulfilment of point F2 of priority F - Human Resource Development sector of the National Development Plan of CR. Point F2 says: “Improvement and stabilization of civil service management with the emphasis laid on transparent and good-quality personnel work in civil service offices”.
- **Sources of Verification:** Annual government evaluation of the National Development Plan
- **Assumptions:** Other parts of 3rd Copenhagen criteria fulfilled

## Results

### Objectively verifiable indicators

- 180 public managers and 20 trainers trained in the pilot courses
- Training programmes needed for top and middle management (Administration Bodies) proposed
- Proposal of management training plan for the given period of the year and its realisation (approx. 10 pilot modules for 180 public managers and 20 trainers)
- E-learning versions of tested/approved pilot modules were prepared and tested by the end of project
- Purchase and installation of educational technology at classrooms 1 and 2 of ISA by the end of project
- Training manuals and materials
- Attendance lists of courses

### Sources of Verification

- Project regular reports to European Commission and stakeholders
- Training manuals and materials
- Attendance lists of courses

### Assumptions

- Well organized process of realisation of pilot courses
- Technical equipment of ISA for e-learning is in operation

## Activities

### Means

- Training priorities (programmes) identified and adopted
- e-learning facility created and tested
- Training modules and materials prepared and used
- Increased publicity of ISA within as well as outside public administration
- Two classrooms at the ISA equipped
- Human resources development, improvement of professional skills, additional improvement of efficiency of state administration bodies via more competence managers and via further training of another managers

### Assumptions
### 1) Technical Assistance

- Assessment of the quantity and type of training needed for top and middle management in public administration bodies for years 2004 – 2006
- Establishment of management training plans for years 2004 – 2006
- Preparation of planned training modules including training materials
- Implementation of pilot modules, including preparation of Czech lecturers – training of trainers
- Creation and testing of e-learning versions of tested/approved pilot modules
- Printing and distribution of catalogue with courses and all kinds of study materials.

<table>
<thead>
<tr>
<th>Contract 1 – TA – 0,49 M€</th>
<th>12 months</th>
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<tbody>
<tr>
<td><strong>Middle-term expert</strong></td>
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<td>He/she will be supported by team of short-term experts (approx. 5 experts), but will require a breadth of proven experiences to manage and oversee the various aspects of this project including:</td>
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<td>- preparation and overview of a systems for training of civil servants including collaboration with delivery institutions and curriculum development, development of unified management applied on structure and processes within central government bodies, (strategic management, project management, quality improvement)</td>
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<td>- High level management experience within a national central body of public administration.</td>
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<td>- Experience within ministries</td>
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<td>- Experiences within a training of top and middle management in administration bodies.</td>
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<th><strong>Short-term experts</strong></th>
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<td>Given the range of issues involved in this project the middle-term expert will require the range of experiences of these short-term advisers. These are likely to include:</td>
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### 2) Supply of equipment

- Equipping 2 ISA classrooms with modern educational technology for organizing videoconferences and international conferences
- Printing and distribution of catalogue with courses and all kinds of study materials.

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### 1. Use of outputs in area of training from previous Phare projects:

- CZ 9808-01 “Strengthening of Institutional and Administrative Capacity for the Implementation of acquis communautaire”
- CZ 00-09-01 “Modernisation of Central State Administration”
- CZ01 TW light “Modernisation of education in EU matters for central state administration employees”
- CZ2002/000-282.09.01 “Quality improvement of HRD management within central administration”

2. National co-financing in the amount of aprox. 0.04 M€ for development and renovation of material and technical base of ISA
- preparation of survey of training needs,  
- analysis of EU MS’ experiences in top and middle management in administration bodies,  
- preparation of training modules for top and middle management  
- creation of e-learning courses  
- training of trainers

**Contract 2 – Supply of equipment – 0,11 M€**  
Supply of:  
- presentation technology (2 dataprojectors, 2 rolling screens, 2 visualisers),  
- audio-video technology (1 videorecorder, 1 DVD player, 1 cassette recorder, 2 receivers, 2 sets of repro)  
- control system of classrooms,  
- interpretation system for 4 languages,  
- equipment for videoconference (2 cameras, relevant equipment)
## DETAILED IMPLEMENTATION CHART

Support to the Institute of State Administration for Middle- and Top Level Management

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<th>Action</th>
<th>Year</th>
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06.01.03
## CONTRACTING AND DISBURSEMENT SCHEDULE

### Cumulative Quarterly Contracting Schedule (mil.€)

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### Cumulative Quarterly Disbursement Schedule (mil.€)

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