STANDARD SUMMARY PROJECT FICHE – TRANSITION FACILITY

1. Basic Information

1.1 CRIS Number: CZ 2004/006-237/07.03
1.2 Title: Assistance to Strengthening the Prevention and Community Policing in the Police Work
1.3 Sector: Justice and Home Affairs
1.4 Location: Czech Republic

2. Objectives

2.1. Overall Objectives

• Stability of institutions guaranteeing democracy, the rule of law, human rights and respect for and protection of minorities
• Ability to take on the obligations of the membership, including adherence to the aims of political, economic and monetary union
• Fulfilling the Governmental Resolution No. 458 adopted on May 10th, 2000 defining the national policy of quality promotion

2.2. Project Purpose

Improved efficiency and service delivery by police, including the investigation service, with stronger orientation to customers (citizens), and the change of the philosophy of the police work from mainly the reactive self-centred oriented to proactive and client oriented way of policing.

2.3. Justification

Comprehensive Monitoring Report 2003 mentioned, apart from other things, gaps within the field of migration, asylum and police corruption. Procedures of prevention, community policing, consistent use of Code of Ethics in daily police work and complex application of EFQM Excellence Model can contribute to the filling of these drawbacks.

3. Description

3.1 Background and Justification

After the completion of the Phare project CZ0107.05 “Introduction of the EFQM Model in the Czech Police” which is going to detect the strong and weak fields of the Czech Police, the Police management in cooperation with the relevant departments of the Ministry of the Interior will define (in accordance with the EFQM model rules) new vision, priorities and strategy. According to the experience from the police forces of the EU and North America, adoption of the Total Quality Management approach always led to more intensive focus on the needs of clients and partners of the respective police force. The interim results of the EFQM Excellence Model application in the Czech Police (within Phare CZ01/IB/JH/04) show the same tendency. Both the general public and the policemen who were asked to express their level of satisfaction and their wishes in the opinion polls carried out from December 2003 to May 2004 expect quick adequate feedback from the Police. In order not to waste interest and involvement of these people the proposed change in police approach should start without any delay.

3.2 Linked Activities

The project proposal is based on the experience, results, recommendations and conclusions of the:

• Resolution No. 458 of the Government of the Czech Republic defining the national policy on quality promotion
• Phare Twinning Project CZ 98/IB/JH/02 (Project Code CZ 9810-02-01) “Comprehensive System for Human Resources Management for the Czech Police / Professional Training Programme to Members of the Police and Ministry of Interior Staff”
• Phare Twinning Project CZ01/IB/JH/04 (Project Code CZ 01-07-05) “Introduction of EFQM Model in the Czech Police”

The implicit objective of previous two Phare projects was to prepare conditions and tools for a change of the philosophy of the police work from mainly reactive self-centred approach to proactive and client oriented way of policing. The new TF 2004 project is thus going to make use of e.g. new organisational structure of
the Czech Police, new system of appraisal of policeman performance, new Police Service Act (takes effect January 2005), new system of police training and education and the new managerial tool of the EFQM Excellence Model (which will be implemented into the Czech Police by August 2004).

3.3 Results

- New priorities of the Czech Police formulated and established
- Completion of the second self-evaluation report of the whole Czech Police
- Community policing concept adopted by the Czech Police management
- Community policing methods applied at 8 “model” local stations, 1 region each
- Police Code of Ethics implemented in practice (with accent to minorities and corruption)
- Participation of the Czech Police in the competition for the European Crime Prevention Award
- Internal and external communication strategy of the Czech Police is defined
- Solving of problems regarding forgotten, lost, stolen, damaged and expired documents during identity check-ups right on the spot, leading to community satisfaction with prompt police services, ensured.

3.2 Activities

**Contract (1) Twinning Covenant** – (approx. 0.550 M€):

PAA, 20 man months, approx. 0,300 M€: will work at the Police Presidium of the Czech Republic, in cooperation with the Czech Project Managers and the standing Working Group, consisting of staff members of the Ministry of the Interior and the Police Presidium. (S)he shall be required to:

- Assist the Czech police to acquire and apply methods and procedures of community policing, crime prevention and victim care
- Assist to defining the priorities - new mission, vision and strategy of the Czech Police resulting from the conclusions of the first (partial) self-evaluation report of the Czech Police which covered only 14 representative Police units
- Assist to the formal adoption of the Code of Ethics into the daily police practice
- Assist to the management to establish new priorities in the form of action plans
- Contribute to the definition of the internal and external communication strategy of the Czech Police
- administratively handle the project
- set up a Steering Committee of the Project chaired by the Czech Minister of the Interior

**Short-term experts**, approx. 250 man-days, approx. 0,175 M€: will fulfil various tasks in the field of management tools and Community Policing training as defined by the PAA, focused mainly on:

- Community Policing instruction/seminar delivered to top management of the Police Presidium and the Regions as well as to personnel of their respective public relations units
- Community Policing instruction/seminar delivered to district managers and their respective public relations units
- Community Policing training delivered to personnel of 8 “model” local stations (one in each region).
- Multi Agency Approach Seminars focusing on partners of the Police (foreigners, insurance companies, public administration bodies and private companies) delivered on both the nationwide and regional level of Police units
- Border and alien Police front office training (due to expected increasing asylum/migration problems after accession to the EU)

**Study visits** (approx. 0.075 MEUR, approx. 400 man/days) of project group members and/or staff members of the respective police departments to Twinning State to study Community Policing methods and procedures and PR techniques aimed to enhancement of the image of the Police

**Contract (2) Supply of special equipment** – approx. 0,170M€ (+0,060 M€ of co-financing)

Technical support to local community policing activities: purchase of 63 pcs of “tablets”, i.e. mobile IT units for policemen on the street would enable the connection of police patrols with the police databases. Equipping of local community Police officers would enable to solve problems regarding forgotten, lost, stolen, damaged or expired documents during identity check-ups right on the spot in replacement to time consuming and inconvenient procedure of inviting or escorting of citizens to the police station. Due to the growing extent of terrorism these events are becoming frequent and increasingly annoying. Six local police stations in each of eight police regions will be equipped with this device (48 pcs). Seven pieces will be tested by field units of the Border and Alien Police and eight by field units of Traffic and Highway Police. This will improve the police services towards public and will contribute to the improvement of community satisfaction with them. The increase in community satisfaction will be assessed by the self-evaluation reports and through the opinion poll as envisaged for the twinning and technical assistance parts of the project.
Contract (3) Supply of equipment: approx. 0,080 M€ (+ 0,030 M€ co-financing)

Equipment for the moderation of workshops and the presentation of seminars/training on the management, methods and procedures of community policing, crime prevention and victim care as envisaged by the twinning part of the project: 16 power point projectors and 30 notebooks will serve to the training of members of approximately 100 units of the Czech Police and presentation of the police work to local communities.

4. Institutional Framework

The Ministry of the Interior of the Czech Republic, Human Resource Department, is the project leading institution. Other departments of the Ministry and the Czech Police (e.g. Security Policy Department, Department of Education and Police Trainings, Department of Human Resources, Department of Prevention and Department of Public Relations, Police Presidium, Police regions, Police districts and nationwide units) shall be either methodologically involved or shall fully participate on the project.

5. Detailed Budget (in M€)

<table>
<thead>
<tr>
<th>Project Components</th>
<th>Transition Facilities Support</th>
<th>National Co-financing</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Investment Support</td>
<td>Institution Building</td>
<td>(= I + IB)</td>
</tr>
<tr>
<td>(1) Twinning Covenant</td>
<td>0,550</td>
<td>0,550</td>
<td>0,550</td>
</tr>
<tr>
<td>(2) Supply of equipment for</td>
<td>0,080</td>
<td>0,080</td>
<td>0,080</td>
</tr>
<tr>
<td>Community policing activities</td>
<td>0,230</td>
<td>0,030</td>
<td>0,260</td>
</tr>
<tr>
<td>Total</td>
<td><strong>0,250</strong></td>
<td><strong>0,550</strong></td>
<td><strong>0,800</strong></td>
</tr>
</tbody>
</table>

*The contribution from the national budget to the twinning will be provided in the form of provision of offices, working environment etc.
** State budget, chapter of the Ministry of Interior, will provide co-financing in the amount of 0,100 M€, which will be used for the upgrade of hardware and software.

6. Implementation Arrangements

6.1. Implementing Agency

The Central Finance and Contracting Unit (CFCU) is a body in charge for tendering, contracting and payments. The contact person is Mr. Jan Slavíček, phone +420-257 044 551, fax: +420-257 044 550, email: jan.slavicek@mfcr.cz. Technical implementation of projects is the responsibility of SPOs.

6.2 Twinning

Project Manager is Mr Jiří Kadlec, head of the Personnel Management Unit of the Department of Human Resources, Tel.: +420 974 832 324, Fax: +420 974 833 523, email: george@mvcr.cz

6.3 Non-Standard Aspects

n.a.

6.4 Contracts

Contract 1 - Twinning Covenant 0,550 M€
Contract 2 – Supply of Equipment 0,170 M€
Contract 3 – Supply of equipment 0,080 M€

7. Implementation Schedule

7.1 Start of tendering /call for proposals:

Twinning: 4Q/2004
Supply of equipment: 1Q/2005

7.2 Start of project activity: 1Q/2005

7.3 Project completion: 3Q/2006

8. Sustainability

☐ The beneficiary has foreseen adequate staff and financial resources to maintain administrative function
☐ The beneficiary has foreseen coverage of costs for maintenance and up-date where necessary (see remark ** under the table 5. Detailed Budget).
9. **Conditionality and Sequencing**

The proposed project is based on the Phare 1998 Project CZ 98/IB/JH/02 and on the Phare 2001 Project CZ01/IB/JH/04 (EFQM implemented nationwide). The project is conditional upon the adoption of

- Code of Ethics that is due in January 2005
- The Act on the Status of Members of the Security Forces

**Annexes to Project Fiche**

1. Logframe Matrix
2. Detailed Implementation Chart
3. Cumulative Contracting and Disbursement Schedule for the Project (MEUR)
4. Letter from the PAA for Phare CZ01.07.05
## LOGFRAME PLANNING MATRIX

### Programme name and number: TF CZ 2004
- **Total Budget:** 0,890 M€
- **TF contribution:** 0,800 M€

## Overall objective
- Stability of institutions guaranteeing democracy and the rule of law
- Ability to take on the obligations of the membership, including adherence to the aims of political, economic and monetary union
- Fulfilling the Governmental Resolution No. 458 adopted on May 10th, 2000 defining the national policy of quality promotion

### Objectively verifiable indicators
- Acknowledgement by the European Commission

### Sources of verification
- EC Regular Report

## Project purpose
- Improved efficiency and service delivery by police, including the investigation service, with stronger orientation to customers (citizens), through the introduction of the prevention community policing/victim care concepts and the change of the philosophy of the police work from mainly the reactive self-centred oriented to proactive and client oriented way of policing.

### Objectively verifiable indicators
- Number of citizens satisfied with Police services will increase by 15% in 2008 in comparison with 2004
- Feeling of security on the part of citizens will increase by 10% from 2004 to 2008
- 10% higher satisfaction of other partners of the Police (e.g. courts, public prosecutors, local authorities, NGOs, insurance companies, private companies) in 2008 in comparison with 2004.
- Concentration of resources on the tasks with the highest importance
- 15% higher satisfaction of Police staff, in 2008 in comparison with 2004.

### Sources of verification
- Results of the external and internal opinion polls in 2004 and 2008
- Police service statistics and financial analyses (Police Presidium and Ministry of Interior)
- Regular opinion polls in the Czech Republic (polls produced regularly by the media)
- Evaluation of complaints against the police and investigation service by the Ministry of the Interior

### Assumptions
- Other conditions necessary for fulfilling the 1st and the 3rd Copenhagen criteria implemented

## Results
- Completion of the second self evaluation report of the whole Czech Police
- New priorities of the Czech Police based on Community Policing concept established
- Police top-management of the Police presidium and regions instructed in Community Policing

### Objectively verifiable indicators
- Strong points and opportunities for promotion described
- New mission vision and strategy of the Police approved my the MoI and published
- EFQM "Action plan 2005" issued and

### Sources of verification
- QM documentation
- Mol and Police Presidium Documents
- Quarterly Reports of the TF project
- Evaluation by third parties

### Assumptions
- Acceptance that the introduction of a quality management system and Community Policing approach is a long-term project by all leading managers and politicians
- The positive results are expected in
**Approach** (approx. 50 officers)

- District police directors and officers from their respective public relations units instructed/trained in Community Policing (approx. 200 officers)
- Officers from 8 “model” local Police stations trained in Community Policing (approx. 200 officers)
- Multi Agency Approach Seminars focusing on partners of the Police (foreigners, insurance companies, public administration bodies and private companies) delivered on both the nationwide and regional level of Police units (approx. 50 officers)
- Participation of the Czech Police in the competition for the European Crime Prevention Award
- Internal and external Communication strategy of the Czech police defined
- Police Code of Ethics implemented in practice (with accent to minorities and corruption)
- Solving of problems regarding forgotten, lost, stolen, damaged and expired documents during identity check-ups right on the spot, leading to community satisfaction with prompt police services, ensured.

<table>
<thead>
<tr>
<th>Activities</th>
<th>Means</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>sent to all Police units</td>
<td>Various crime prevention projects of the Czech police are presented during so called Quality Days</td>
<td>(EC, Czech Society for Quality)</td>
</tr>
<tr>
<td></td>
<td>Partners for Multi Agency Approach defined, seminars take place</td>
<td>Results of external / internal polls presented</td>
</tr>
<tr>
<td></td>
<td>Seminars on internal and external communication strategy of the Czech Police take place</td>
<td>Czech Police submits at least one project for the European Crime Prevention Award</td>
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<td></td>
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<td>Several Multi Agency Approach projects are running</td>
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</tbody>
</table>

long-term perspective (2008)
<table>
<thead>
<tr>
<th>Twinning</th>
<th>Twinning Covenant (0.550 MEUR) – Contract 1: PAA, 20 man months, approx. 0.300 M€): (S)he shall be required to:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Definition and implementation of the new mission, vision and strategy of the Czech Police resulting from the conclusions of the first (partial) self-evaluation report of the Czech Police which covered only 13 representative Police units</td>
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</tr>
<tr>
<td>• Delivering Community Policing Training focused on:</td>
<td>• assist to defining of the new mission, vision and strategy of the Czech Police resulting from the conclusions of the first (partial) self-evaluation report of the Czech Police which covered 13 representative Police units only</td>
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<tr>
<td>• top management of the Police Presidium and the Regions as well as to personnel of their respective public relations units</td>
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<tr>
<td>• district managers and their respective public relations units</td>
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<tr>
<td>• personnel of 8 “model” local stations (one in each region).</td>
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<tr>
<td>• Delivering Multi Agency Approach seminars focused on</td>
<td>• assist to the management of the (new) mission, vision and strategy of the Czech Police which will be implemented in the form of action plans</td>
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<td>• partners of the Police (foreigners, insurance companies, public administration bodies and private companies) delivered on both the nationwide and regional level of Police units</td>
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<td>• Border and alien Police front office training (due to expected increasing asylum/migration problems after accession to the EU)</td>
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<td>• Delivering know-how concerning internal/external communication strategy</td>
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<tr>
<td>• Formal adoption of the Code of Ethics into the daily police practice</td>
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<tr>
<td>• Study visits of project group members and/or staff members of the respective police departments to Twinning State to study Community Policing methods and procedures and PR techniques aimed to enhancement of the image of the Police</td>
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</tr>
<tr>
<td>Supply of equipment – Contract 2: approx. 0.170 M€ (+0.060 M€ co-financing)</td>
<td>• Participate on Community Policing training for Police officers</td>
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<td></td>
<td>• Administratively handle the project</td>
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<td></td>
<td>• Set up a Steering Committee of the Project chaired by the Czech Minister of the Interior</td>
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<td></td>
<td>• STEs, approx. 250 man-days, appr.0,175 M€: will fulfil various tasks in the field of management tools and training as defined by the PAA.</td>
</tr>
<tr>
<td>Study visits (approx. 0.075 MEUR - 400 man/days)</td>
<td>Supply visits of the basic equipment – Contract 2: approx. 0.170 M€ (+0.060 M€ of co-financing):</td>
</tr>
<tr>
<td></td>
<td>• 63 pcs. of “tablets” – mobile IT</td>
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<td></td>
<td>• Sufficient support from key interested parties (in particular the Ministry of Interior)</td>
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<td></td>
<td>• Commitment of the Police management</td>
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<td></td>
<td>• Top management supports the completion of the EFQM Excellence Model cycle in the Czech Police management system implemented by Phare 01 project</td>
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<td></td>
<td>• Sufficient motivation, engagement or competence of the Czech Police individuals involved in the Project.</td>
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<td></td>
<td>• The completion of EFQM Model does not lead to fear of necessary changes).</td>
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<td></td>
<td>• Readiness of the police managers for a new management concept</td>
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<td></td>
<td>• Willingness to involve the best qualified staff in the quality tasks</td>
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<td></td>
<td>• Connection of the QM-activities of the police with the Governmental Quality Approach and commitment of the Czech administration to disseminate the results of the project to other bodies.</td>
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<td></td>
<td>• Co-ordination with the company selected by the Czech Government to improve QM in the public administration.</td>
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<tr>
<td></td>
<td>• Supply contract of the basic equipment (CP special literature, equipment for the moderation of workshops, presentation of results) for about 100 units or departments in the Czech Police</td>
</tr>
<tr>
<td></td>
<td>• Technical support of local community policing activities (teaching materials, special tools for instructors and assessors and IT equipment for policemen on the street)</td>
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</tbody>
</table>
- Technical support to local community policing activities: 63 pcs of “tablets”, i.e. mobile IT units for policemen on the street enabling the connection of police patrols with the police databases. Equipping of local community police will improve the police services and will contribute to the improvement of community satisfaction with them. The community satisfaction will be judged by the self-evaluation reports and through the opinion poll (see twinning and technical assistance parts of the project).

Supply of equipment – Contract 3:
0,080 M€ (+ 0,030 M€ co-financing)

- Equipment for the moderation of workshops and the presentation of seminars/training on the management, methods and procedures of community policing, crime prevention and victim care as envisaged by the twinning part of the project: 16 power point projectors and 30 notebooks will serve to the training of members of approximately 100 units of the Czech Police and presentation of the police work to local communities.

Preconditions
The implicit objective of previous two Phare projects CZ 98/IB/JH/02 and CZ 01/IB/JH/04 was to prepare conditions and tools for a change of the philosophy of the police work from mainly reactive self-centred approach to proactive and client oriented way of policing. This project is thus going to make use of e.g. new organisational structure of the Czech Police, new system of appraisal of policeman performance, new Police Service Act (takes effect January 2005), new system of police training and education and the new managerial tool of the EFQM Excellence Model (will have been implemented into the Czech Police by August 2004) in order to crown this long-term effort by meeting the above mentioned implicit objective.

- Implementation of Community Policing approach in Czech Police resulting from the twinning project CZ 01/IB/JH/04 will be successful.
- Minister of the Interior endorses the intention of the Czech Police President to realise the project being proposed
- Results of the first self-evaluation of 13 pilot Police units available.
- Results of the external opinion poll of 2003/2004 available.
- Results of the internal opinion poll of 2004 available.
**DETAILED IMPLEMENTATION CHART**

Project Title: *Assistance to Strengthening the Prevention and Community Policing in the Police Work*

<table>
<thead>
<tr>
<th>Year</th>
<th>Action</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
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<tr>
<td></td>
<td>1) Twinning contract</td>
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<tr>
<td></td>
<td>Start of tendering</td>
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<td></td>
<td>Start of project activity</td>
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<td>Project completion</td>
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<td></td>
<td>2) Supply contracts</td>
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</tr>
<tr>
<td></td>
<td>Start of tendering</td>
<td></td>
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<tr>
<td></td>
<td>Start of project activity</td>
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<td></td>
<td>Project completion</td>
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### CONTRACTING AND DISBURSEMENT SCHEDULE

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

<table>
<thead>
<tr>
<th>Project</th>
<th>2/04</th>
<th>3/04</th>
<th>4/04</th>
<th>1/05</th>
<th>2/05</th>
<th>3/05</th>
<th>4/05</th>
<th>1/06</th>
<th>2/06</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assistance to Strengthening the Prevention and Community Policing in the Police Work</td>
<td>0,50</td>
<td>0,700</td>
<td>0,800</td>
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<td>0,800</td>
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</table>

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

<table>
<thead>
<tr>
<th>Project</th>
<th>2/04</th>
<th>3/04</th>
<th>4/04</th>
<th>1/05</th>
<th>2/05</th>
<th>3/05</th>
<th>4/05</th>
<th>1/06</th>
<th>2/06</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assistance to Strengthening the Prevention and Community Policing in the Police Work</td>
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<td>0,400</td>
<td>0,500</td>
<td>0,600</td>
<td>0,700</td>
<td>0,800</td>
<td></td>
<td></td>
<td></td>
<td>0,800</td>
</tr>
</tbody>
</table>
R.K. Van LEUSSEN,
PRE ACCESSION ADVISER
PHARE CZ01-IB-JH-04

Prague, 8 March 2004

Dear Ms. Jana Hendrichová,

Referring to Quarterly Report No. 4 of PHARE CZ01-IB-JH-04 project as prepared by me, 17 December 2003, I asked your attention for the following remarks.

Main activities of the ambitious and large-scale project (Introduction of the EFQM model in the Czech Police of 46 000 employees) have been successfully implemented in accordance with its Twinning Covenant. On 30 June 2004, the results of the first Czech Police self-evaluation will be available, based primarily on public’ satisfaction with the work of the Czech Police and the professional satisfaction of police officers.

After the termination of the PHARE project (in fact in July 2004), the Czech Police management, in co-operation with the relevant departments of the Ministry of the Interior – and in accordance with the EFQM model rules – will define new vision, priorities and strategy for the Czech Police. The expected outcomes of the before mentioned self-evaluation, based on internal and external opinion polls, is a pro-active client oriented way of policing (prevention, victims care, police Code of Ethics, internal/external communication strategy, Multi Agency Approach projects etc.).

The implicit objective of previous two Phare projects CZ98/IB/JH02 and CZ 01/IB/JH04, guaranteed by the Department of Human Resources, was to prepare conditions and tools for a change of the philosophy of the police work from mainly reactive self-centred approach to proactive and client oriented way of policing. The theoretical projects preparing the tools and staff have fully met the objectives. The Czech Police, however, faces the practical subjects. It is absolutely necessary to train and demonstrate the new attitude by the introduction and implementation of the community-policing concept.

In my opinion it is highly advisable to start this new project at the very time when the expectations of the public and the police staff are stirred up.

Sincerely yours,

Rudy van Leussen
PAA