1. Basic Information
1.1. CRIS Number: 2003/005-710.01.04 Twinning number: 2003/IB/OT/06
1.2. “Strengthening of the public administration capacity”
1.3. Sector: Administration
1.4. Location: Poland

2. Objectives:

2.1. Overall objective
Further development of human resources, management skills, standards, practices and efficiency of the administration. The priority in this project is given to the activities aiming at ensuring the compliance of institutional framework with the *acquis communautaire* in order to accelerate Poland’s preparation for the efficient functioning within the European Union.

2.2. Immediate objectives
By the implementation of this project:
- The structure, capacities and management skills of the public administration at all levels in Poland for effective management, fulfilment of responsibilities connected with the accession process will be developed;
- Modern and coherent human resources system, recruitment tools will be developed and civil service development system will be reinforced;
- Public opinion on the matter of administration issue and the access to public information will be improved.

2.3. Accession Partnership and NPAA priorities
In the Priority 30.4 of the NPPM states that in the pre-accession period the human resources of administration are of the great importance. Accession to EU demand adjusting the Candidate Country’s administrative structure (Madrid criteria) and efficient implementing *acquis communautaire*. It should be based on co-operation between Candidate Country civil servants with EU institutions (administration). „At the Madrid Summit, the European Council stressed the need for the candidate States to adjust their administrative structures to ensure the harmonious operation of Community policies after accession and at Luxembourg it stressed that incorporation of the *acquis* into legislation is necessary, but not in itself sufficient; it is necessary to ensure that it is actually applied”.

Regular Report of the European Commission points out the importance of Phare Programme in supporting adjusting the candidate countries administration to the accession requirements, in particular, to the institutional ability for transposition, implementation and execution of the *acquis*.

In the 2001 Regular Report on Poland’s progress towards accession states that further efforts are required to ensure that independent, well trained (also in rules and standards of civil service) and motivated civil service is in place by the time of accession.

In the Regular Report 2002 states “further efforts have been undertaken to publicise the work of the civil service and improve its image. While some efforts have been made to further address issues raised in previous Regular Reports, the long-standing disincentives to a civil service career, (perceived poor status, profile and rewards) remain and will need to be further addressed in the years ahead to ensure the recruitment and retention of a body of independent, experienced officials.

2.4. Contribution to the National Development Plan
N/A

2.5. Cross Border Impact
N/A

3. Description
This project is to be carried out with the aim of ensuring the compliance of institutional framework with the *acquis communautaire*, accelerating Poland’s preparation for the efficient functioning within the European Union.

3.1 Background and Justification
The importance of developing human resources, management skills, standards and practises as well as the implementation of the civil service law are widely recognised in Poland as a means to improve the ability of the Polish administration to implement the *acquis communautaire*. Thus the project is not specifically focused on any *acquis* but concentrates on the idea that to implement the *acquis* it is not enough any more to acquire knowledge of laws, regulations and institutions of the EU but it is essential to design and put into practice management standards and procedures so as to increase the quality of services performed by
the civil servants. The experience of the Polish civil servants concerning the development and management of their own work and career must resemble that of their European colleagues so as to ensure equal access to the service as well as equally high standards of services rendered to the public. To develop the human resources and capacities of the Civil Service in Poland for effective management and to develop Citizen’s recognition of the central government administration as an effective and efficient organisation Phare support had been asked for in 1998. Since October 2000 till September 2002 it was carried out a twinning project “Development of official human resources and capacities for effective alignment and reform” between Poland and British-Danish-Spanish consortium.

This project is to be the continuation of the successful 1999 Phare project regarding the Office of Civil Service and Office of Committee for European Integration. The Phare ’99 twinning covenant covered with its activities only 13 pilot offices. After Polish accession to EU, it is expected that a big number of Polish civil servants will start their professional career in the EU institutions, it means that a number of people who are involved in the civil service matters will dramatically decrease. Furthermore it causes the necessity of reinforcement the capacities in the whole Polish governmental administration, it means to reinforce: HR Management process, HR tools, recruitment tools, development system and training process, as well. The new situation will require from the civil service corps’ members skills and broad knowledge not only in the sphere of EU issues and institutions but first of all in the area of functioning and management of civil service as well as impeccable ethic attitude, professionalism and honesty while performing duties. Under the PL99/IB/OT/1A project a Civil Service Assessment Center was created. A number of recruitment specialist were trained by the British CIPD, study visits were carried our to visit the British CS Assessment Center and an Assessment Center was tested in the OCS.

While carrying out this part of the project the idea of creating a Development Center to enrich the Human Resources Management pool of tools and techniques used by the OCS emerged. Poland is to join the EU in the year 2004. To take full advantage of its membership the Civil Service must increase the number of best university graduates willing to join the Service and to stay with it for longer periods of time. It is also essential to ensure that Poles do well in EU secondment system, serve their time in EU Commission and then are willing to come back to the Polish Civil Service and use their knowledge and experience serving to the best interest in our partnership with the EU and other member countries. For this the civil service has to propose young graduates a transparent and accessible career system providing them with training, opportunities to develop and promotion and clear career paths. Till present the only “fast stream” opportunity for University Graduates is to join the National School of Public Administration. Set up in 1991, the NSPA produces a number of ca 55 graduates per year, joining the service and being tenured automatically. However the number of places being offered each year as well as the fact that joining the NSPA means moving to Warsaw makes it needed to create a new, additional “fast stream” scheme.

In order to make people known about the civil service issues, to continue creating of the image of the civil service corps’ members and to get people an easy access to information on administration tasks and citizens’ issues further information activities (relating to the former campaign) will be designed.

3.2 Linked activities

PHARE 97 Training needs assessment and European training
Contract Title: Training Needs Assessment and European Training
Beneficiaries: Office of the Committee for European Integration, Department for Information and European Education; Office of Civil Service, Department of Civil Service Training and Development.
The project covered two main areas:
- training needs assessment in the area of European Union issues
- providing over 1500 members of Civil Service Corps with European trainings
The project was finished in December 2000. In the frame of Phare 97 programme the emphasis was put on the preparation of Polish administration at central and regional level to the accession negotiations.

PHARE 99 Development of Human Resources
Contract Title: Development of official human resources and capacities for effective alignment and reform.
Beneficiaries: Office of Civil Service (plus 12 Pilot Offices)
The project covered three components: Strengthening Management Capacity, Human Resource Database, and Promotion Campaign. The overall objective of the Covenant is to develop the human resources and capacities of the Civil Service in Poland for effective management, fulfilment of responsibilities and the
acquisition process. It is organised a series of seminars; workshops and trainings which are to prepared Polish participants (civil servants) to efficient co–operation with the EU administration. Anti-corruption issues are being dealt with in twinng programmes carried out by the Police and Border Guard since 1998.

3.3 Results

**Results of twinning:**

**Strengthening Management Capacity**
- Main motivation factors identified; system of solution in the area of motivation elaborated;
- Increased awareness and gaining practical abilities by senior civil servants in the matter of motivation;
- Increased number of offices using the Civil Service HRM Strategy;
- A practical guide on performance appraisal for superiors elaborated and disseminated;
- Detailed system of tools in the area of competencies elaborated;
- Tasks of HR Units’ described; network of co-operation created;
- Generic guidelines for new civil service employees elaborated;
- Updated version of “Civil Service Management – practical guidebook” elaborated (wide access guaranteed).
- Ca. 400 civil service corps’ members retrained in the area of Human Resources Management

**Recruitment System Strengthening**
- A guideline for Assessors, including recommendations, description of new methods, etc., elaborated;
- further development of the Assessment Centre in competitions on senior positions in civil service; creating a system of Mobile Assessment Centre;
- divided behavioural indicators within each core competency into separate levels; examples of poor or ineffective behaviour for the core competencies (contra indicators) identified; competencies’ framework developed;
- unified standards of recruitment planning and providing elaborated;
- updating the “Civil Service Management – practical guidebook” in part of recruitment process;
- network of co-operation developed (information and experiences’ exchanging);
- improved processes of recruitment and selection;
- special software for simulation game elaborated (purchased) under investment contract;
- 40 civil service corps’ members retrained in the area of Recruitment System (training “train the trainers”, training for Assessors);
- Ca. 140 civil service corps’ members retrained in the area of Recruitment System

**Civil Service Development System**
- The creation of the Civil Service Individual and Organizational Development Center;
- a methodology of evaluating both individual and organizational development and training needs established,
- necessary psychological tools purchased under investment contract;
- training materials for cascade training prepared, translated, printed;
- individual ministries and offices enabled to run individual development centers sessions;
- a scheme – “fast stream”– designed;
- 10 people retrained on carrying out Development Center Sessions;
- 10 people retrained on Development Centre operating (“train the trainers”);
- Ca.100 civil service corps’ members retrained in the area of Civil Service Development (Development Center Sessions carrying out; “fast stream scheme”

**Information and Promotion Campaign**
- system of communication within offices improved; quality of delivering services to client improved; efficient information management;
- the public understanding of the idea of civil service improved;
- the image of the central government administration as an effective and efficient organization improved;
- the image of the Civil Service as an employer and good career opportunity improved;
- better and easier access to information (administration and government issues) for clients;
- Ca. 200 civil service corps’ members retrained in the area of information management, public relations, relations with media representatives, crisis management information

**Results of Investment Contract:**
- psychological tools purchased;
- special software for simulation game elaborated (purchased);
- 15 notebooks purchased;

**3.4 Activities**

**Twinning activities**

1. **Human Resources Management**
   1. Developing of motivation system in Polish civil service
      - Identification of main motivation factors of civil service corps’ members;
      - Developing a list of recommendations and solutions in the area of civil service motivation (co-operation OCS group with experts)
   2. Civil Service Human Resources Management Strategy Implementation
      - Bringing into general use Civil Service HRM Strategy into all government administration offices (meetings, letters of recommendations)
      - Development of the frame of competencies (extending the frame of competencies for senior positions /with unacceptable behaviours/; describing a set of competencies for the other positions in civil service);
      - Human Resources Units’ Development (description of HR Units’ model and role within the organisation; elaboration of rules of co-operation and communication between HR Units;
      - Elaboration of a guidelines for new employees (co-operation of working group and experts on the guideline’s structure and content);
   3. “Civil Service Management – practical guidebook” – continuation
      - Updating of the above mentioned guidebook;
      - Guidebook’s dissemination within administration (printing 1000 copies; edition the guidebook on the CD-Rom);
   4. Conducting a series of training in the area of Human Resources Management (for ca. 400 civil service corps’ members)
      a) Non-financing motivation methods for senior civil servants - for ca. 100 people (2-days)
      b) Performance appraisal issues – for 100 people (1 day)
      c) Functioning of Human Resources Units in the government offices - for 100 people (2 days).
      d) Management of Change in public administration – for 100 people (1 day).

Number of Short-term experts’ missions: ca. 80 days

**B/ Recruitment System Strengthening**

1. Assessment Centre Strengthening
   - Assessment Centre and Assessors skills improvement (Observation of Assessment Centre sessions by experts; workshops)
   - Competencies framework development; work in task groups;
   - Providing training “train the trainers” on Assessment Centre operating - for 10 people,
   - Providing training for Assessors - for 30 people;

2. Modern selection tools elaborated
   - Improvements of selection methods and specialists’ skills in the area of open recruitment system within civil service (15 pilot offices);
   - Unification of the recruitment process in all government administration offices; work in groups on new steps;
   - “Civil Service Management – practical guidebook” - a new chapter on recruitment process elaborated;
   - Implementing of modern techniques of recruitment for senior positions within civil service; creating a system of Mobile Assessment Centre - elaborating of computer simulation game relating to decision making process (software), purchasing notebooks (10) in the aim of using this recruitment, simulation game in any places across Poland during conquers for senior positions in the Civil Service – purchasing under Investment Contract;
   - Extension and improvement of the set of recruitment tools;
- Increasing the activity of administration employees and co-operation among offices (widening activity of “Leader Group”, established under Phare);
- Creating modern system of accumulating and delivering information and monitoring of open recruitment system;
- Linking the system of recruitment using in the offices with the civil service human resources management system (developing assessment system of recruitment process and efficiency of selection methods; describing methods and appraisal techniques – conducting research)

Number of Short-term experts’ missions: ca. 120 days

3. Conducting a series of training in the area of Recruitment System Strengthening (ca. 140 civil service corps’ members)
   a) Competencies framework development - for 30 people;
   b) Improvements of selection methods and specialists’ skills in the area of open recruitment system within civil service - for 30 people;
   c) Conducting of recruitment interview - for 50 people;
   d) Open recruitment in civil service (unification of the recruitment process) - for 30 people

C/ Civil Service Development System

1. The creation of the Civil Service Individual and Organizational Development Center (CSIODC) will enable the Head of the Civil Service to fulfill his legal obligation toward the:
   e) Directors General individually by providing them with a professional and effective service to enhance their individual knowledge, skills and performance (ultimately their careers);
   f) The Government Administration Offices by assessing the development needs of their respective managerial staffs while planning a reorganization, institutional changes to prepare them and their staffs to deal with new duties, functions, jobs.
   g) Development Center Sessions carrying out – providing training for 10 people;
   h) Providing training “train the trainers” on Development Center operating - for a group of 10 people;

After the completion of this project:
   - a Development Center will be developed taking into account the needs and resources of the Polish Civil Service in cooperation with the Twining Partner Experts,
   - purchasing 5 notebooks for training purpose – in the case of training carried out outside the OCS using by OCS trainers notebooks and multimedia projectors increase the quality, efficiency and attractiveness of providing training sessions; under investment contract;
   - a methodology to evaluate both individual and organizational development and training needs will be established,
   - necessary psychological tools will be provided – modern methods and tools using in the area of HR development are essential for the process of capacities’ development and in consequence better quality of delivered service; under investment contract;
   - trial Development Center Sessions will be carried out with the tuition and assessment of the Twinning Partner experts,
   - training materials for cascade training will be prepared, translated and printed;

2. The design of the “fast stream scheme”- providing Civil Service employees with the occasion to expose themselves to a highly intensive development programme regardless the place of their actual employment within the Service as well as their geographical situation,

The OCS in collaboration with the Twinning partner as well as with the NSPA, affiliate Administration Schools from all over the country will design a fast - stream scheme including the system of recruitment, development programs, training courses to be provided centrally and with the use tutorial system, workshops to train negotiation skills, decisive skills, managerial skills.

The scheme should be compliant with all legal requirement of the Civil Service system and while providing with best chances during the Qualification Procedure and Competition for managerial posts-their implementation shall not require the change in existing legislation. For that purpose an in - depth research on motivational aspects while making their first job decisions should be carried out among prospective graduates so as to design the schemes to suit their interest and needs.

Also sources of financing should be identified while designing the system. The system should prepare a number of ca 80 Fast Streamers yearly.

4. Conducting a series of training in the area of Civil Service Development System (ca. 80 civil service corps’ members)
   a) Training in the frame of the “fast stream scheme” (ca. 80 people)
      - training sessions in 7 - 9 group of general topics (civil service system, decision making process, planning and organization, communication, team work, strategic thinking, management, career development);
   Number of Short-term experts’ missions: ca. 100 days

D/ Information and Promotion Campaign
1. Implementing a comprehensive information policy providing by the Office of Civil Service
   - Surveys on current state of information policy within Polish administration;
   - Developing and putting into operation a communication network between central and voivodship offices (press offices, information units);
   - Creating a communication group consisting of central and voivodship offices administration offices’ representatives; creating wide forum of exchanging information;
   - Developing electronic ways of communication with clients (e-governments issues);
   - Preparing information and promotion materials as follow:
     - Brochure on OCS initiatives (e.g. competition for the best master thesis, the most friendly administration government office);
     - guidebook for public administration clients on administration issues;
2. Conducting (by experts) communication audits in the central and voivodship offices;
3. Implementing and putting into operation 16 (regional) Civil Service Information Centres (describing framework and the way of activities)
4. Co-operation with Career Advisers Offices – continuation (presentations at universities, participating in job fairs, elaborating of internship system; promotion of data-base of vacancies within civil service); Conducting a series of training in the area of Information Policy (ca. 200 civil service corps’ members)
   a) Training for Regional Civil Service Information Centres’ teams – for ca. 100 people
   b) Training on information management, public relations, and relations with media representatives, crisis management information - for 100 people.
   Number of Short-term experts’ missions: ca. 100 days
   Translation of written materials (e.g. training materials, handbooks, guide books) prepared under all components is needed.

3.5 Lessons learned
Any monitoring and evaluation reports were not prepared by EMS/OMAS according to our Phare ’99 (PL99/IB/OT/1A). The project PL99/IB/OT/1A was not evaluated under Interim Evaluation as well. In spite of that, the final Project Leader’s Report includes a few recommendations, which we took into account while preparing this project fiche. The most important recommendations can be summarized as follow:
   - to review the pilot schemes and changes relating to motivation issues that have been introduced by some of the Ministries and Offices to improve motivation system, to identify those that have delivered real improvement and which should then be developed further and cascaded into all organisations;
   - to ensure progress on delivering the benefits of the Human Resource Management Strategy is maintained and any corrective action is taken in time;
   - to undertake the role of lead communicator;
   - to develop the use of competences and competency frameworks for all levels of staff as quickly as possible;
   - to introduce common procedures and quality standards for recruitment and selection completed by Ministries and Offices and establish the monitoring systems to evaluate their implementation;
   - to introduce the Assessment Centre approach into its recruitment and selection process for some senior Civil Service posts;
   - to include media training as part of the Central Civil Service Training Programme for future years;
   - to develop further its existing ideas for regular and sustained communication with Ministries and Offices, in particular the use of networks such as the new Lider Group which provide efficient two way flows of information;
- to identify and develop the means to communicate directly with civil service corps’ members, so that they understand the values of the organisation in which they work, its role in the success of Poland and the behaviours expected of each of them as public officials;
- to seek additional resources and skilled support from European Commission and other assistance programmes.

Therefore, this project meets the European Commission’s recommendation to increase the effort to increase the stability, independence, and efficiency of Poland’s administrative capacity as a whole.

4. Institutional framework:

4.1. The Office of Civil Service will be in charge of co-ordinating and supervising the execution the whole project. Department of Civil Service Training and Development of the OCS will be responsible for the management of the project.

4.2. The completion of this project will develop the organisational and cultural capacities of the OCS in particular and the governmental administration in general to co-operate mainly in the area of strengthening of the public administration capacity.

5.1 Budget: in accordance with the following scheme (values in EUR)

<table>
<thead>
<tr>
<th>Financing PHARE</th>
<th>Twinning Covenant</th>
<th>INW</th>
<th>Institutional Building IB</th>
<th>Total PHARE</th>
<th>National Co-financing</th>
<th>Total</th>
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<tbody>
<tr>
<td>Investment contract</td>
<td>2 000 000</td>
<td>2 000 000</td>
<td>205 000</td>
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<td>Investment contract</td>
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<td>TOTAL</td>
<td>2 000 000</td>
<td>2 000 000</td>
<td>280 000</td>
<td>2 280 000</td>
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6. Implementation arrangements

6.1. Implementing Agency
PAO: Tadeusz Kozek, Under-secretary of State at the Office of the Committee for European Integration, Aleje Ujazdowskie 9, 00-918 Warszawa; phone 48 22 455 52 41.
CFCU: Foundation “Co-operation Fund”, Górnoślaska Street, Warsaw; phone: +4822 622 84 64, fax: +4822 537 76 99
The CFCU is responsible for handling tendering, contracting and payments of contracts on behalf of the Office of Civil Service. Claudia Torres – Bartyzel, Director of Department of Civil Service Training and Development (Office of Civil Service) will be nominated as the Polish Project Leader and SPO.

6.2. Twinning
The Twinning Contractor with co-operation of Department of Civil Service Training and Development in the Office of Civil Service will complete all above-mentioned activities. It is proposed the project will be carried out on the basis of one twinning covenant. At the national level, the beneficiary of the twinning will be the Office of Civil Service.

The twinning will involve the following estimated levels of input:

- Seeking to ensure the most effective use of the Member State potentials a pre-accession adviser (PAA) is envisaged for the implementation of this project (for the period of 24 months). This PAA will be based in the Office of Civil Service. Additionally, short-term experts will be required for effective co-operation and provision of know-how and experience in specific areas of project implementation. The PAA should be selected from administrative practitioners, familiar with issues covered by twinning project; he/she should have experiences in the work on such or similar position.
- Short-term experts will be required for effective co-operation and provision of know-how and experience in specific areas of project implementation; STEs should possess knowledge and at least 5 years long experience in the field of issues covered by project; they should have a very good command of co-operation with different relevant administrative institutions;

The Twinning Contractor with co-operation of Department of Civil Service Training and Development will complete all above-mentioned activities.

6.3 Non-standard aspects
Above-mentioned twinning contract corresponds with Twinning Manual

Strengthening of the public administration capacity
6.4. Contracts
It is foreseen that under the project the following contractual arrangements will apply:

- Twinning covenant for **2 000 000 Euro**
- 1 Investment contract in the frame of co-financing sources for psychological tests (20 000 €), electronic simulation game (ca. 35 000), 15 notebooks (ca. 20 000 €), for **75 000 Euro**

It is foreseen that national co-financing (280 000 Euro) will cover:

<table>
<thead>
<tr>
<th>Activities</th>
<th>Co-financing</th>
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<tbody>
<tr>
<td>Surveys</td>
<td>20 000</td>
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<tr>
<td>Training (facility, organisation, materials)</td>
<td>80 000</td>
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<tr>
<td>Interpretation &amp; Translation service</td>
<td>30 000</td>
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<tr>
<td>Information and Promotion Campaign</td>
<td>60 000</td>
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<tr>
<td>Domestic telecommunication, printing, transport</td>
<td>15 000</td>
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<tr>
<td><strong>Investment part</strong></td>
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<tr>
<td>Investment Contract for: provision of psychological and sociological tools, simulation games; 15 notebooks</td>
<td>75 000</td>
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<tr>
<td><strong>Total:</strong></td>
<td><strong>280 000</strong></td>
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</table>

7. Implementation schedule:
   7.1. Beginning of the tender procedure:
         III quarter 2003
   7.2. Beginning of carrying-out of the project:
         II quarter 2004
   7.3. Completing the project:
         IV quarter 2005

8. Equal opportunities:
All activities of the project respect equal rights of men and women. The project ensures equal participation in work on standards and dissemination work for men and women. Training courses will allow equal participation men and woman. Women participation results from employment structure of the institutions involved in the project implementation, where women constitute approximately 50 % of staff. Participation of women in the project will be measured by percentage ratio of women participating in study visits, training programmes and seminars.

9. Environmental impact
N/A

10. Rates of return
N/A

11. Investment criteria
N/A

12. Conditionalities and sequencing
- OCS will provide a proper assistance during the project implementation;
- Gaining partner(s) (consortium) to provide appropriate training programmes and its implementation in a competition or tender procedure;
- Programming series of appropriate workshops;
**LOGFRAME PLANNING MATRIX FOR**

<table>
<thead>
<tr>
<th>Overall objective</th>
<th>Objectively Verifiable Indicators</th>
<th>Sources of Verification</th>
<th>Programme name and number</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Title</strong></td>
<td><strong>“ Strengthening of the public administration capacity”</strong></td>
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<td><strong>Contracting period</strong></td>
<td>expires 30/11/2005</td>
<td><strong>Disbursement period</strong></td>
<td>expires 30/11/2006</td>
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<td><strong>Total budget</strong></td>
<td>EUR 2 280 000</td>
<td><strong>Phare Budget</strong></td>
<td>2 000 000 MEURO</td>
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<table>
<thead>
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<th>Immediate Objectives</th>
<th>Objectively Verifiable Indicators</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
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<tbody>
<tr>
<td></td>
<td><strong>to develop the structure, capacities and management skills of the public administration at all levels in Poland for effective management, fulfilment of responsibilities connected with the accession process;</strong></td>
<td><strong>efficient motivation system elaborated;</strong></td>
<td><strong>Assumptions:</strong></td>
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<td></td>
<td><strong>to develop modern and coherent human resources system, recruitment tools and to reinforce civil service development system;</strong></td>
<td><strong>Civil Service HRM Strategy widely disseminated and implemented;</strong></td>
<td><strong>Effectiveness of contractors and procedures;</strong></td>
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<td></td>
<td><strong>to improve public opinion on the matter of administration issue and to improve the access to public information.</strong></td>
<td><strong>ca. 750 people retrained in Human Resources Management, Recruitment, Individual and Organisational Development, Information issues;</strong></td>
<td><strong>stability of government and economic/social policies on EU integration issues;</strong></td>
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<td></td>
<td></td>
<td><strong>modern HR management, recruitment, development tools built up;</strong></td>
<td><strong>continued support from Polish public for EU accession;</strong></td>
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<td><strong>Practical guides on HR tools elaborated;</strong></td>
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<td></td>
<td></td>
<td><strong>Network of co-operation in HR area created;</strong></td>
<td><strong>Lack of engagement and commitment from the Polish side;</strong></td>
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<td></td>
<td></td>
<td><strong>fast stream model elaborated;</strong></td>
<td><strong>Low effectiveness and low quality of the provided actions;</strong></td>
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<td><strong>CSIODC put into operation;</strong></td>
<td><strong>Not enough effective co-operation with EU partners;</strong></td>
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<td><strong>public opinion on the matter of administration issues and public access to information improved</strong></td>
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<td></td>
<td><strong>Updated version of “Civil Service Management – practical guidebook” elaborated (wide access guaranteed).</strong></td>
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<td></td>
<td></td>
<td><strong>Training sessions conducted</strong></td>
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<tr>
<th>Results</th>
<th>Objectively Verifiable Indicators</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
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<td><strong>Effectiveness of contractors and procedures;</strong></td>
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### Results of twinning:

**Strengthening Management Capacity**
- motivation factors identified; system of solution elaborated;
- Increased awareness in the matter of motivation;
- Increased number of offices using the Civil Service HRM Strategy;
- A practical guide on performance appraisal elaborated and disseminated;
- Detailed system of tools in the area of competencies elaborated;
- Tasks of HR Units' described; network of co-operation created;
- guidelines for new civil service employees elaborated;
- Updated version of “Civil Service Management – practical guidebook” elaborated;
- Ca. 400 civil service corps’ members retrained in the area of HRM;

**Recruitment System Strengthening**
- A guideline for Assessors elaborated;
- further development of the Assessment Centre;
- divided behavioural indicators; competencies’ framework developed;
- implementing electronic simulation game as a part of the system of Mobile Assessment Centre;
- unified standards of recruitment planning and elaborated;
- updating the “Civil Service Management – practical guidebook”;
- network of co-operation developed;
- data – base on new employees and candidates to civil service developed;
- improved processes of recruitment and selection;
- 10 people retrained on AC operating (training “train the trainers”).
- 30 Assessors retrained;
- Ca. 140 people retrained in the area of Recruitment System;

**Risks:**
- Lack of engagement and commitment from the Polish side;
- Low effectiveness and low quality of the provided actions;
- Not enough effective co-operation with EU partners;

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<tr>
<th>Results of twinning:</th>
<th>Strengths of twinning:</th>
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<td><strong>Recruitment System Strengthening</strong></td>
</tr>
<tr>
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<td>A guideline for Assessors published</td>
</tr>
<tr>
<td>Increased awareness in the matter of motivation;</td>
<td>unified standards of recruitment planning and providing elaborated</td>
</tr>
<tr>
<td>Increased number of offices using the Civil Service HRM Strategy;</td>
<td>implementing electronic simulation game</td>
</tr>
<tr>
<td>A practical guide on performance appraisal elaborated and disseminated;</td>
<td>Network of co-operation in the area of HR, recruitment, individual and organisational developed</td>
</tr>
<tr>
<td>Detailed system of tools in the area of competencies elaborated;</td>
<td>training materials elaborated;</td>
</tr>
<tr>
<td>Tasks of HR Units’ described; network of co-operation created;</td>
<td>140 people retrained;</td>
</tr>
<tr>
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<td></td>
</tr>
<tr>
<td>Updated version of “Civil Service Management – practical guidebook” elaborated;</td>
<td></td>
</tr>
<tr>
<td>Ca. 400 civil service corps’ members retrained in the area of HRM;</td>
<td></td>
</tr>
</tbody>
</table>

### Lists of participants:
- lists of participants
- official reports;
- reports on conducted training sessions;
- Practical guides;
- personal data concerning fast streamers;
- training materials;
- documents concerning standards, procedures, etc.;
- technical protocols

### Effectiveness of contractors and procedures:
- Effectiveness of contractors and procedures;
- stability of government and economic/social policies on EU integration issues;
- continued support from Polish public for EU accession;
- Lack of engagement and commitment from the Polish side;
- Low effectiveness and low quality of the provided actions;
- Not enough effective co-operation with EU partners;
**Civil Service Development System**
- creation of the CSIODC;
- a methodology of evaluating development and training needs established;
- training materials prepared, translated, printed;
- “fast stream”– designed;
- 10 people retrained on carrying out Development Center Sessions;
- 10 people retrained -“train the trainers” on CSIODC operating;
- Ca. 80 civil service corps’ members retrained under fast stream scheme;

**Information and Promotion Campaign**
- communication within offices improved;
- public understanding of the idea of civil service improved;
- better and easier access to information (administration and government issues) for clients;
- Ca. 200 civil service corps’ members retrained in the area of information management, public relations, etc

**Investment Contract**
- psychological tools purchased;
- special software for simulation game purchased;
- 15 notebooks purchased

<table>
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<tr>
<th>Activities</th>
<th>Means</th>
<th>Assumptions</th>
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<tbody>
<tr>
<td>CSIODC put into operation;</td>
<td>psychological tools available</td>
<td>Proper assistance to the project provided by the OCS during carrying out each of the component of the project;</td>
</tr>
<tr>
<td>a methodology of evaluating development and training needs elaborated;</td>
<td>simulation game purchased</td>
<td>Eagerness to co-operate with the OCS;</td>
</tr>
<tr>
<td>training materials elaborated;</td>
<td>15 notebooks purchased</td>
<td>Low effectiveness and low quality of the provided actions;</td>
</tr>
<tr>
<td>the schemes – “fast stream” designed;</td>
<td></td>
<td>Not enough effective co-operation with EU partners;</td>
</tr>
<tr>
<td>ca. 100 people retrained;</td>
<td></td>
<td>lack of engagement and commitment from the participants;</td>
</tr>
<tr>
<td>efficient system of communication;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>services delivered by civil service improved</td>
<td></td>
<td></td>
</tr>
<tr>
<td>increased number of graduates joining the civil service;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>better and easier access to information</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Human Resources Management</strong></td>
<td>The project will be carried out on the basis of one twinning covenant (for 2 000 000 Euro), which will involve a pre-accession adviser (PAA) envisaged for 24 months), and STEs works on:</td>
<td></td>
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<tr>
<td>--------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td></td>
</tr>
</tbody>
</table>
| • Developing of motivation system | • Human Resources Management  
• Civil Service HRM Strategy Implementation (bringing into general use HRM Strategy);  
• HR Units’ Development;  
• Elaboration of a guidelines for new employees;  
• “Civil Service Management – practical guidebook” – updating  
• Conducting a series of training in the area of Human Resources Management (for ca. 400 civil service corps’ members); |
| **Recruitment System Strengthening** | **Assumption:**  
**Risks:**  
Lack of the winning offer for the tender procedure  
Lack of finance resources for co – financing |
| • Assessment Centre Strengthening;  
• Competencies framework development;  
• Elaboration and extension recruitment tools (recruitment sheet model);  
• Unification of the recruitment process  
• Implementing of modern techniques of recruitment for senior positions – creating a Mobile Assessment Centre (computer simulation game and notebooks);  
• Discussion group on OCS website;  
• Creating system of accumulating, and monitoring information on open recruitment process;  
• Linking the systems of recruitment and human resources management;  
• Providing training “train the trainers” on Assessment Centre operating - for 10 people,  
• Providing training for Assessors - for 30 people;  
• Conducting a series of training in the area of Recruitment System Strengthening (ca. 140 civil service corps’ members) | • 1 Investment contract for psychological tools, simulation game; 15 notebooks, for 75 000 Euro |
Civil Service Development System

- The creation of the CSIODC;
- elaboration of the methodology of evaluating development and training needs,
- provision of psychological tools;
- carrying out of Development Center Sessions; training for 10 people
- publishing of training materials;
- work on designing of the “fast stream scheme”;
- “Civil Service Management – practical guidebook” – updating;
- Providing training “train the trainers” on CSIODC operating (10 people);
- Civil Service Development System (ca. 80 civil service corps’ members);

Information and Promotion Campaign

- Implementing a comprehensive information policy
- Surveys on current state of information policy;
- Developing a strategy and plan of further step of information campaign;
- Developing and putting into operation a communication network;
- Developing electronic ways of communication with clients;
- Preparing information and promotion materials;
- Conducting communication audits;
- Implementing and putting into operation 16 CS Information Centres;
- Co-operation with Career Advisers Offices – continuation; service;
- Information skills (ca. 200 civil service corps’ members);

Preconditions

Identification of right partners – contract executors

Annex 2-4: Implementation, contracting and disbursement schedules

"Strengthening of the public administration capacity"

<table>
<thead>
<tr>
<th>Date of Drafting</th>
<th>Planning Period</th>
<th>Budget Allocation</th>
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<tr>
<td>11/2002</td>
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<td>2M€</td>
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<tr>
<th>Implementation schedule</th>
<th>I</th>
<th>II</th>
<th>III</th>
<th>IV</th>
<th>V</th>
<th>VI</th>
<th>VII</th>
<th>VIII</th>
<th>IX</th>
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<th>XI</th>
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<td>D</td>
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<td>2m€</td>
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Description: D = design of sub-projects C = tendering and contracting I = contract implementation and payment