1.- Basic information

1.1.- CRIS Number: 2002/000.610-01
1.2.- Title: Support to the Civil Service Office
1.3.- Sector: Public administration - SK/02/OT/01
1.4.- Location: Slovak Republic

2.- Objectives

2.1.- Overall objective:

To strengthen the capacity of the State administration services required for enforcement of the acquis.

2.2.- Project purpose:

To strengthen the capacity of State Administration services (notably the Civil Service Office) by improving the professionalism, stability, motivation and ethical behaviour of civil servants, through full implementation of the Civil Service Law.

2.3.- Accession Partnership and NPAA priority.

Accession Partnership (Political criteria - Democracy and the rule of law):

"Ensure implementation of the Civil Service Law; continue implementation of the Public administration reform strategy"

NPAA: Strengthening of administrative capacity to effectively participate in EU decision-making process, as well as for the efficient implementation of EU acquis, after accession.

These priorities have been incorporated into the Action Plan for strengthening administrative and judicial capacity in the Slovak Republic. The present project is intended to address some of the key aspects of the implementation of the public administration reform strategy adopted in 1999-2000.

3.- Description

3.1.- Background and justification

Strengthening of the "administrative capacity" required for effective membership of the EU continues to be a priority concern for both the candidate countries and the existing EU Member States.

The Slovak Republic has introduced legislation on public administration and civil service, as well as revised its structures and organisational and management practices.
The Government commissioned an audit of the organisation and financing of the central State administration. The results and recommendations were submitted to the Government in June 2000, leading to the adoption of a supplementary programme of reform measures (approved by the Government resolution no. 694/2000).

As a result of this and other reviews, a number of important steps have been taken, particularly as regards the adoption of legislation required for implementing the reform programme:

- In April 2000, the Slovak Government approved a new "Concept" for a 4-year "National Programme for the Decentralisation and Modernisation of the Public Administration in the Slovak Republic" (DMPA Programme)
- Key legislation has been enacted for:
  - Laws on Civil Service (Law 312/2001) and on the Public Service (Law 313/2001), setting a new legal framework for the development of future human resources strategies in the Slovak PA, the stabilisation and professionalisation of the State Civil Service and of the public employment at other levels of PA, and creating the new
  - Civil Service Office as an independent State body with key responsibilities in this area.
  - Amendment to the Law on the organisation of Central State Administration (Law 347/2001).
- approved 10 documents prepared by Phare experts

The DMPA programme has already achieved some of its expected "objectives", notably in terms of strengthened democracy and citizens' participation in public affairs. Nevertheless, there is still much to be done in order to enhance professionalism of the civil and public service and improve ethical behaviour of public employees.

The Civil Service Office (CSO), a new State body was established by the new Laws (375 & 575 of 2001) outlined below. The Director has been appointed by the Head of State upon proposal of the Government, and the CSO is being operating since April 2002. This State institution is mainly responsible for ensuring a uniform implementation of the Civil Service Law (375/2001) across all State administration bodies. The CSO's responsibilities can be summarised primarily as:

- Developing Strategy and Policy framework for a professional Civil Service;
- Ensuring a unified process of implementing Civil Service Law and related general binding regulations;
- Developing and supervising, in conjunction with relevant Ministries, systemisation of the Civil Service;
- Co-ordinating and managing central and horizontal functions concerning personnel matters(HR);
- Recruitment of senior civil servants
- Delivery of training to civil servants.

1 SR Government Resolution N. 230/2000, of April 11.
### 3.2.- Linked activities

This project has been devised to assist the CSO and to assure continuation of Phare support in the next phase of the reform programme's implementation, which will build further on the achievements of previous Phare assistance.

Phare support to public administration reform in the Slovak Republic has been provided since early 90's, with the aim of assisting in the modernisation of the system of public administration, as well as in the establishment of a new legal framework for the building up of an impartial, professional and motivated civil service: The following related Phare projects were implemented in the Slovak Republic in the period 1992-2001.

- Phare 92 project on support for the strengthening of the new local self-governments re-established in 1991 (still in the formerly unified Czechoslovak Republic)
- Phare SR9409.01.02 - project on support to a number of reform measures undertaken in years 95-98, as well as for the design of a new PAR strategy after 1998 general elections (adopted by the SR Government in Summer 1999).
- Phare 98 project on strengthening of the capacity of local self-government (through support to the Local Government Training Foundation)
- A Phare "bridging" project (June 1999-June 2000) on additional support for the further refinement and implementation of the PAR strategy.
- Phare SR99-13-05 Twinning 1999 - Support to the National Programme for Decentralisation and Reform of the Public Administration of the Slovak Republic.

Apart from previous and on-going Phare projects, a number of bilateral Technical Assistance support projects and activities have been contributing to the design and implementation of the public administration reform programme in the SR.

The most relevant one has been the assistance provided by the British DFID through “SPAR” which will come to an end in March 2003.

UNDP (regional programme on Good Governance) and CIDA-Canada have also been providing support in the field of public administration.

### 3.3.- Expected Results

1. The key Civil Service reform and training objectives are achieved and the Civil Service Law is fully implemented
2. State administration services are strengthened, as set out in the Project Activities
3. The Civil Service Office has become fully effective and has developed
   a. Appropriate HR policies and procedures
   b. Training arrangements for state administration
   c. Effective IT systems.
3.4. Activities

1. Development of Civil Service Office

The activities directed at achieving Result 3 (an effective Civil Service Office) are as follows.

- Provide advice to the CSO on the development and implementation methodologies for the Civil Service function in Slovakia.
- Advise and assist the CSO in the management of its functions and the further development of the specialist units and their effective functioning. Including:
  - Pay systems (including performance-related remuneration)
  - Codes of ethics and its enforcement through disciplinary structures and rules.
  - Recruitment and selection systems.
  - Promotion and career development mechanisms.
  - Performance appraisal methodologies and systems
  - Strategic Policy
  - Human Resource Development
- Support the further development of the full CS legal and regulatory framework, including preparation of draft relevant supporting documentation, rules and legal reference manuals and advise on best-practice in the Slovak context. Including a further and detailed analysis of the legislation adopted in 2001 and the practices related to the management of the Civil Service in the SR, on grounds of the "baseline" prepared by SIGMA and approved by the EC.
- Building up of the internal capacity at the CSO and the network of personnel management and policy units in line Ministries and other State bodies through appropriate skills development and training activities.
- Provide support for the development of the supervisory activities of the Coordination and Central Unit, particularly quality assurance, and of the CSO guidelines and tools including the preparation of revised and expanded manuals, systems, methods, standards
- Advise on Mapping and 'Gap-Analysis' of the distribution of functions and responsibilities as regards to Civil Service (development of strategies and policies, elaboration of legislation and other types of statutory instruments, budgeting and financing of personnel costs, training, co-ordination and control mechanisms, etc.)
- Development of a new framework and facilitation of social dialogue initiatives ensuring the participation of legitimate representatives of the civil and public servants in the establishment of the rules governing their specific employment and service conditions (including possible collective negotiations, in accordance with the new legal framework).
- Advise on the development and implementation of IT-supported systems for the management and co-ordination of the CSO and the overall Civil Service in the State Administration.
- Assist in the elaboration of a long-term HR strategy for the State Administration, to be submitted to the Government and the National Council (possibly through a specific expert working group).
• Support the development of a system and a methodology for the management and measurement of the quality of the public services delivered by the Slovak Public Administration (at any level), in compliance with best and/or standard practices in EU member states (e.g. European Foundation for Quality management models and guidelines), particularly the establishment of a Public Services Users Charter.
• Support on the elaboration of a detailed “concept” or proposal concerning the role and missions of the central Government and the State Administration in the continuous development and improvement of the system of Public Administration in the SR, with a particular focus in the allocation/distribution of the policy-making responsibilities in this field and in the type of structures required for ensuring, at any time, a co-ordinated steering and management of further reform programmes and measures.

2. Reform and Training of State Administration

This component primarily focuses on the general State Administration and undertakes activities which derive from the CSO responsibilities. The activities directed at achieving Results 1 and 2 (Civil Service Reform and Training and Strengthening State Administration) are as follows.

2.1. Reform of the central state administration

• Studies and technical assistance to ministries in introduction of a more flexible structure and other changes related to the restructuring within the overall move towards strategic management framework (e.g. introduction of the mission statements of the ministries); (follow up of the B.1. of Gov. decree No 694/2000) as well as further development of accountability and transparency tools in the civil service, e.g. contract based relation between Ministry and subsidiary organisations; annual reports, regular public hearings; following the work already done under the DMPA Programme through Phare project
• Review and implementation to develop strategic capacities at the central authorities and coordination including the Government Office as well as follow up of measures that established the new framework for activities of advisory and co-ordinating bodies of the government (follow up of the C.24. of Gov. decree No 694/2000 and the Gov. decree No 213/2001) in the State Administration bodies.
• Review of systemisation in the civil service including assistance with the transitional measures of the Civil Service Law in the year 2003
• Proposal for measures in the area of human resources management with a special focus on the follow up of the mass recruitment system
• Implementation of the reform of the strategic and policy-formulation processes in the state administration, their creation, formulation and co-ordination as well as related processes, e.g. official inter-ministerial process of legal and policy co-ordination and cross-sector process of review of legislative proposals (cabinet rules of procedure, rules for preparation and presentation of documents in cabinet sessions, cabinet legislative rules), (follow up of the C.23. of Gov. decree No 694/2000 and the decree No 511/2001)
• Develop measures and systems in the State Administration to increase ethics of civil servants including control mechanisms of the Code of Ethics
• Proposal for a new remuneration system for the civil servants, especially for the senior civil service
• Proposal for a system of the horizontal mobility of civil service and terms of office of senior civil servants
• Review of the civil service legislation related to State Administration in-line bodies, proposal for some minor amendments to the Civil Service Law if necessary

2.2. Training of State Administration Staff

Activities will include:

• Develop a proposal for a comprehensive training strategy for the Civil Service programme and training institution development plan for CSO for presentation to the Government. Including:
  • Review and update existing "training needs assessments", in order to adapt them to the scope and real conditions and needs of the new Civil services established as separate groups by the legislation adopted in 2001.
  • Develop general (non-sectoral) training programmes and curricula for the State Civil Servants, both for entry to the service and for further promotion and /or professional/career development.
• Establish the training programme and undertake the initial pilot schemes for approximately 26 students, who will be competent as CSO resource persons, and which will also train the trainers and work-practice mentors. These participants will be from the CSO and key practitioners in State Administration at national and regional level.
• Provide a training scheme of short courses for the basic CSO topics, to be offered at national and regional level.
• Prepare information materials on CSO topics for the Civil Servants for paper and electronic transmission
• Strengthen the PA training institution and provide work-related training and specialist support to personnel providing training to Civil Servants
• Publishing, translation, printing and dissemination of hard and soft copies of materials related to training and reference on Civil Service functions and related topics.
• Elaboration of the basic elements and details for a comprehensive training programme for target groups of State Civil Servants and Civil Service managers at national and regional level and develop and pilot test selected courses.
• Develop a training programme for top and middle managers of the State Administration at both central and regional levels and undertake pilot tests. This programme will be aimed at strengthening the capacities and skills of a core group of State Senior Civil Servants to properly perform their expected role and responsibilities in a context of EU membership and a national system of public administration that is "decentralised". An indicative list of such capacities and skills would be:
  • Policy making skills
  • Law drafting techniques.
  • Communication and negotiation skills
  • Comunications to the public: openness and transparency of policy and decision-making in a democratic public administration.
  • EU decision-making structures and processes (EU policy-making).
  • Formulation of national interests, positions and policies in the context of EU policy-making process.
• Implementation of EU policies and legislation, particularly as regards to transposition of EU directives.
• Effective communication and negotiation at EU level.
• Inter-institutional relations and networking (with EU and EU Member States Administrations and officials, as well as with elected representatives and public managers at sub-national self-governments)

3. Establishment of CSO support mechanism and systems

The following Activity is directed at Result 3 (an effective Civil Service Office).

Activities will include:
• Development and initial maintenance of an internet website and platform for information on Audit Services and for the Public.
• Introduction and development in the State Administration of systems for CSO functions management of monitoring, supervision and co-ordination. This component may include the purchase and adaptation of special systems and platforms.
• Provision of specialist training and support to ensure the effective introduction and sustainable utilization and further development of these materials, tools and services.

3.4.2. Means

1. All activities (with the exception of the IT support systems component) will be supported through twinning assistance which will include:

   - A MS Project leader responsible for the overall management of the MS inputs to the twinning work-programme.

     The MS project leader should be a civil servant of appropriate rank, with more than 15 years of working experience in the relevant State Administration, in positions related to modernization of the civil service and personnel management.
     He/she should be fluent in English (written and spoken) and have international experience and excellent project management skills.

   - One Pre-accession Adviser (24 months):

     PAA to be seconded to the CSO, responsible for providing advice and overall co-ordinating support and assistance in the all areas covered by this project.

     The PAA should be a senior civil servant with at least ten years of working experience in State administration bodies responsible for central management and co-ordination and modernization of the relevant State Civil Service or in personnel departments of Ministries and/or other bodies of a central State Administration. He/she should be fluent in English (written and spoken) and have excellent organisation, communication and presentation skills. He/she should have an experience in the introduction of modern Civil Service systems and knowledge of CS systems in EU Member States would also be recommendable.
3 Medium-Term Experts (at least 6 m/m each)

At least one Medium-Term Expert (per component) to work under the overall supervision of the PAA.

The Medium-Term experts should be senior civil servants with at least ten years of working experience in State administration bodies responsible for central management and coordination of the relevant State Civil Service or in personnel departments of Ministries and/or other bodies of a central State Administration. They should be fluent in English (written and spoken) and have good organisation, communication and presentation skills. Experience in the introduction of modern Civil Service systems and knowledge of CS systems in EU Member States.

A pool of short-term experts (indicatively 24 m/m) to advice and assist on CS topics, including:

- Functional reviews of the system of organisations dealing with Civil service and personnel matters.
- Policy and Legislation on Civil service matters (different aspects)
- In-service training at CSO
- Personnel management
- Collective relations and bargaining in the Civil/Public service
- Development of technical specifications for IT software for the management of CS and HR systems.
- Local State administration
- In-service training at the Ministries of interior and Finance
- Administrative procedures and legislation on general administration systems
- Quality management/measurement systems

Technical Assistance - Framework Contract (services): IT Support systems

Framework contract used for the development of systems and software specifically tailored for the future IT-supported management system for the State civil service.

3.5.- Lessons learned

The Slovak Republic Government has recognised the importance of Public Administration reform inline with the 'Civil Service Baseline' approved by the EC and a number of lessons have been learnt.

The review of the Civil Service by Sigma and experience on the on-going twinning project has identified a number of issues:

- The reform of a system of public administration is a complex and long-term undertaking, which requires not just an overall strategy, but also a set of well-devised and properly-managed programmes (civil service & human resources statute and management, reforms concerning the overall setting up of the PA system, including the re-allocation of responsibilities between the various levels of PA, reforms in the division of work between
policy-making and executive/service delivery bodies, innovations in public management systems and tools, etc.)

- Sustained political will and support is a crucial factor, as well as the existence of a clear allocation and division of responsibilities concerning the overall steering and management of the entire process and the management and co-ordination of work under its different components.

- From the standpoint of the external assistance (in particular, Phare support), the key issue is at this stage to ensure that there is sufficient capacity within the PA system to prepare proper development and workplans and well devised projects, and to absorb the support and assistance to be financed by the external donors.

- The actual and adequate implementation of the reform measures devised in the past three-four years will very much depend on the action of administrative bodies and staff which have been involved only to a certain extent in the design process, or which have been recently set up as new.

- The need to increase “ownership” of the projects by the administrative bodies to which the external support is addressed. This would require a more substantial involvement of these bodies in the management of the projects, and the creation - to this end - of consistent and well-co-ordinated working teams.

- There is also a need for the administrative bodies on both sides involved in a twinning project to raise their level of commitment towards the kind of “partnership” that underlies the “twinning” concept itself.

4.- Institutional framework

The recipient of the assistance is the Civil Service Office.

The main direct beneficiaries will the Civil Service Office, Ministries and other state institutions (in respect of, for example, training) and the civil service itself.

The project will be implemented in an institutional framework that is made up of the following elements:

The top decision-making capacity is placed at the level of the National Council (Parliament), within which there is a Standing Committee on Public Administration. It is the Parliament that adopts the primary legislative body.

The Government (Prime Minister, Deputy Prime Ministers and Ministers) is the supreme executive body (Art. 108 of the Constitution) and the Ministers (appointed by the President of the SR on a proposal of the Prime Minister) are empowered with the administration of the relevant Ministries and are individually accountable for the discharge of their functions to the National Council.

State Administration is basically made up of 15 Ministries and 11 other State Administration bodies, also subordinated to the Government but not directly accountable to any particular
Ministry. Other lower-level PA bodies and agencies are subordinated to or under the supervision of the Ministries.

The Civil Service Office (CSO) has been established in April 2002 with a remit to develop a unified professional and ethical Civil Service based on the relevant legislation.

The legal framework for the Civil Service Law is contained in two separate new Laws, which were adopted in 2001:
- Law 312/2001: regulates the statute of the employees of State bodies who perform “civil service”, as defined in arts.2-6 of the Law.
- Law 575/2001 regulates on the framework for the organisation of Central State Administration

The development basis for training of State and Public Administration have been approved by the government.

5.- Detailed budget

<table>
<thead>
<tr>
<th>Phare support</th>
<th>Phare support</th>
<th>Total Phare (I+1B)</th>
<th>National Co-financing</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment support</td>
<td>Institutional building</td>
<td>Twinning</td>
<td>1.5</td>
<td>1.5</td>
</tr>
<tr>
<td>Contract</td>
<td>0.2</td>
<td>0.2</td>
<td>0.2</td>
<td>0.2</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>1.7</td>
<td></td>
<td>1.7</td>
</tr>
</tbody>
</table>

* Costs to be borne by the CSO in accordance with the rules governing Twinning (office space and equipment for the PAAs and their Assistants, communication costs, general office costs)

6.- Implementation arrangements

6.1.- Implementing Agencies

CFCU - Central Financing and Contracting Unit  
PAO: Mr. Milan Michalicka  
Mlynské Nivy 61,  
SK-821 09 Bratislava  
Tel.: 00421-2-5341 8093  
Fax: 00421-2-5341 8095

Technical implementation of project:

Civil Service Office  
Odbojarov 1  
831 04 Bratislava  
Contact person: Mr. Lubomir Plai  
Director of CSO  
Tel.: 00421 2 49495700  
Fax: 00421 2 44258442
The project will have ad hoc working groups with relevant ministries to ensure a joint approach in areas of common competence or interest, particularly the Ministries of Finance and Interior.

6.2.- Twinning:

**Beneficiary institution:**

Civil Service Office  
Odbojarov 1  
831 04 Bratislava  
Contact person: Mr. Lubomir Plai  
Director of CSO  
Tel.: 00421 2 49495700  
Fax: 00421 2 44258442

6.3.- **Non-standard aspects:** not envisaged

6.4.- **Contracts**

1 Twinning Covenant: 1.5 MEUR  
1 FC for the development of IT software for Civil Service management: 0.2 MEUR

7.- **Implementation schedule**

7.1.- Call for proposals: 3rd quarter 2002  
3rd quarter 2003 (IT systems)  
7.2.- Start of project activity: 2nd quarter 2003  
7.3.- Project completion: 2nd quarter 2005

8.- **Equal opportunity**

Equal opportunity principles and practices in ensuring equitable gender participation in the project will be guaranteed, particularly as regards to selection of trainers and trainees for the training programme, where a balanced distribution of positions/places will be sought.

9.- **Impact on Environment:** N/A

10. **Rates of Return:** N/A

11. **Investment Criteria:** N/A

12. **Conditionality and sequencing**

The new Government to be formed after general elections scheduled for September 2002 confirms current PA reform programme and schedule.

A timeline for the implementation of this Project is provided in Annex 2.
Annexes to Project Fiche

1. Logical framework matrix in standard format
2. Detailed implementation chart
3. Contracting and disbursement schedule
<table>
<thead>
<tr>
<th>Overall objective:</th>
<th>Objectively verifiable indicators</th>
<th>Sources of Verification</th>
</tr>
</thead>
<tbody>
<tr>
<td>To strengthen the capacity of the state administration services required for enforcing the Acquis</td>
<td>EC recognising the system of Civil Service as meeting the requirements of Member State</td>
<td>EC Regular Reports</td>
</tr>
<tr>
<td></td>
<td>Reform of CS system completed</td>
<td>SIGMA assessment reports</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project purpose</th>
<th>Objectively verifiable indicators</th>
<th>Sources of Verification</th>
<th>Assumptions and Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td>To strengthen the capacity of the State Administration services by improving the professionalism, stability, motivation and ethical behaviour of Civil servants, through full implementation of the Civil Service Law.</td>
<td>Decreased divergence between CS in Slovakia and EC 'Civil Service Baseline' requirements</td>
<td>Statistical information to be generated by CSO</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Existing of coherent inter-institutional CS strategy</td>
<td>EC Regular Reports</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Existence of CS enforcement and management structures</td>
<td>CSO reports</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Number of existing State employees who have become “permanent civil servants” by the end of the project.</td>
<td>Continued commitment of the SK government in the strengthening and adjustment of the CS to EU standards.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Code of ethics adopted and disciplinary framework for its enforcement developed.</td>
<td>The new civil/public service system originated from the Laws adopted in 2001 provides a suitable framework for recruiting and retaining qualified staff in the Slovak PA</td>
<td></td>
</tr>
<tr>
<td></td>
<td>New pay system developed and CS remuneration improved.</td>
<td>Strategic Decision by Government on the implementation of the CS models in Slovakia</td>
<td></td>
</tr>
<tr>
<td></td>
<td>New CS and personnel management system (including fully operational CSO) in place</td>
<td></td>
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</tr>
</tbody>
</table>

Programme name and number: 2002/000.610-01
Contracting period expires: 30.11.2004
Disbursement period expires: 30.11.2005
Total budget (MEUR): 1.7
PHARE budget (MEUR): 1.7
<table>
<thead>
<tr>
<th>Results: Outputs</th>
<th>Objectively verifiable indicators</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The key Civil Service reform and training objectives are achieved and the Civil Service Law is fully implemented</td>
<td>- Existence of coherent development plans for CS management with recommendations&lt;br&gt;- Decreased divergence between current state of CS functions and legal framework and final in terms of EU requirements&lt;br&gt;- CSO systems in place and range and number of times specialist services used&lt;br&gt;- Framework and structures for CS implementation in place within sectors&lt;br&gt;- Good User Satisfaction and uptake on CSO and training services&lt;br&gt;- Existence of development plan for Training in CS&lt;br&gt;- Implementation of general training for senior managers&lt;br&gt;- Effective sustainable training in place for CS functions&lt;br&gt;- Effective MIS systems in place and information system</td>
<td>- Annual Reports by CSO&lt;br&gt;- Official Journal&lt;br&gt;- CSO reports&lt;br&gt;- Project reports&lt;br&gt;- Line Agency reports&lt;br&gt;- Government’s web-site&lt;br&gt;- Statistics from CSO websites&lt;br&gt;- PA Training institution reports&lt;br&gt;- Project Monitoring survey to ascertain user satisfaction</td>
<td>- Continued involvement of the Slovak government in the strengthening and adjustment of the CS to EU standards.&lt;br&gt;- Strategic Decision by Government on the implementation of the CS models in Slovakia&lt;br&gt;- Timely implementation of existing CS programmes</td>
</tr>
<tr>
<td>Activities</td>
<td>Phare assistance in place and implemented with inputs for:</td>
<td>Project Reports</td>
<td></td>
</tr>
<tr>
<td>------------</td>
<td>--------------------------------------------------</td>
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<td></td>
</tr>
</tbody>
</table>
| i/ Development of Civil Service Office | • PAA  
• Medium and short-term experts-trainers, specialists EU and Slovak  
• IT developers  
• Training and best-practice exchange-short and medium duration. | TA Contractor’s Final report.  
PHARE assessment & evaluation reports |
|   • Develop an overall development plan for the CSO services  
   • Advise and assist the CSO and SA liaison units in the management of its functions and the further development of the specialist units  
   • Support in development of CS legal framework, the “baseline” prepared by SIGMA and approved by the EC  
   • Development of CSO guidelines and tools including QM and PS Users Charter.  
   • Mapping and ‘Gap-Analysis’ of CS functions and responsibilities  
   • Development of social dialogue for representatives of the civil servants  
   • Advise on the development and implementation of IT-systems  
   • Elaboration long-term HR strategy and proposal for improvement of SA  | |
| ii/ Reform and Training of State Administration |   | |
|   •_IV  
   • Introduction of a more flexible structure within strategic management framework  
   • Strategic capacities at the central authorities and coordination.  
   • Review of systematisation in the civil service transitional measures of CS Law.  
   • Measures in the area of HR management including mass recruitment system  
   • Reform of the strategic and policy-formulation processes  
   • System control for ethics of civil servants and mechanisms of the Code of Ethics  
   • Proposal for a new remuneration system for the civil servants  
   • Proposal for a system of the horizontal mobility of civil service  
   • Review of the civil service legislation related to State Administration in-line bodies |   | |
| ii/a/ Reform of the central state administration |   | |
|   • INTRODUCTION OF A MORE FLEXIBLE STRUCTURE WITHIN STRATEGIC MANAGEMENT FRAMEWORK  
   • STRATEGIC CAPACITIES AT THE CENTRAL AUTHORITIES AND COORDINATION.  
   • REVIEW OF SYSTEMISATION IN THE CIVIL SERVICE TRANSITIONAL MEASURES OF CS LAW.  
   • MEASURES IN THE AREA OF HR MANAGEMENT INCLUDING MASS RECRUITMENT SYSTEM  
   • REFORM OF THE STRATEGIC AND POLICY-FORMULATION PROCESSES  
   • SYSTEM CONTROL FOR ETHICS OF CIVIL SERVANTS AND MECHANISMS OF THE CODE OF ETHICS  
   • PROPOSAL FOR A NEW REMUNERATION SYSTEM FOR THE CIVIL SERVANTS  
   • PROPOSAL FOR A SYSTEM OF THE HORIZONTAL MOBILITY OF CIVIL SERVICE  
   • REVIEW OF THE CIVIL SERVICE LEGISLATION RELATED TO STATE ADMINISTRATION IN-LINE BODIES |   | |
| ii/b/ Training of State Administration Staff |   | |
|   • DEVELOP A COMPREHENSIVE TRAINING STRATEGY FOR THE CIVIL SERVICE  
   • DEVELOP PA TRAINING INSTITUTIONS  
   • DEVELOP GENERAL (NON-SECTORAL) TRAINING PROGRAMMES  
   • ESTABLISH THE CSO SPECIFIC TRAINING PROGRAMME AND UNDERTAKE THE INITIAL PILOT SCHEMES, AND TRAIN THE TRAINERS.  
   • PUBLISHING, OF MATERIALS ON CIVIL SERVICE FUNCTIONS  
   • DEVELOP A TRAINING PROGRAMME FOR TOP AND MIDDLE MANAGERS OF THE STATE ADMINISTRATION AND UNDERTAKE PILOT TESTS. |   | |
|   • IT-SUPPORTED CS MANAGEMENT NETWORK (CSO-MINISTRIES) AND WEBSITES ARE IN PLACE AND OPERATIONAL. |   | |
| iii/ Establishment of CSO support mechanism and systems. |   | |
|   • INTRODUCTION AND DEVELOPMENT IN THE STATE ADMINISTRATION OF SYSTEMS FOR CSO FUNCTIONS MANAGEMENT OF MONITORING, SUPERVISION AND COORDINATION.  
   • DEVELOPMENT INTERNET AND INTRANET SITE  
   • SPECIALIST TRAINING TO ENSURE SUSTAINABLE UTILIZATION |   | |

**Pre-Condition**

The Slovak Government continues with Civil Service Reform in line with 'Civil Service baseline' approved by EC
**ANNEX 2**

**DETAILED IMPLEMENTATION CHART**

Project title: Support to the Civil Service Office

<table>
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<tr>
<th>Project Component</th>
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<td>2nd Q</td>
<td>3rd Q</td>
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Annex 3

Project title: Support to the Civil Service Office

Cumulative Quarterly Contracting Schedule (€ Million)

<table>
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<tr>
<th>Project</th>
<th>1Q/03</th>
<th>2Q/03</th>
<th>3Q/03</th>
<th>4Q/03</th>
<th>1Q/04</th>
<th>2Q/04</th>
<th>3Q/04</th>
<th>4Q/04</th>
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<th>2Q/05</th>
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Cumulative Quarterly Disbursement Schedule (€ Million)

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<th>3Q/03</th>
<th>4Q/03</th>
<th>1Q/04</th>
<th>2Q/04</th>
<th>3Q/04</th>
<th>4Q/04</th>
<th>1Q/05</th>
<th>2Q/05</th>
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