1.- Basic information

1.1.- CRIS Number: 2003-004-995-01-01
1.2.- Title: Modernisation of the Slovak Civil Service and Public Service
1.3.- Sector: Democracy and the rule of law
1.4.- Location: Slovak Republic

2.- Objectives

2.1.- Overall objective

To facilitate the implementation of the Civil Service Law, the reform of Public Administration and the development of administrative capacity for effective participation in EU decision-making.

2.2.- Project purpose:

The project has two purposes as follows:

1. Civil Service Law fully implemented and effectiveness and efficiency in Public Administration improved.

2.3.- Accession Partnership and NPAA priority.

Accession Partnership - Democracy and the rule of law:

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

NPAA priority: Strengthening of the administrative capacity to participate effectively in EU decision-making process, as well as for the efficient implementation of EU acquis, post 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 provide continuing support for the implementation of some of the key aspects of the public administration reform strategy adopted in 1999-2000.

3. Project Description

3.1 Background and justification

The Civil Service Office (CSO) was 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 in the Slovak Republic is contained in two separate new Laws adopted in 2001:

- Law 312/2001 regulates the status of the employees of State bodies who perform state administration tasks or the management of state affairs, as defined in articles 2-6 of the Law.
- Law 575/2001 regulates the framework for the organization of Central State Administration

The strengthening of the “administrative capacity”, the reform process in the civil service and the extension of employment measures across wider public administration needs to be continued and extended.

The recent government audit of the Central State Administration bodies (approved as Government Decree No. 694/2000) identified a number of areas of concern which the Civil Service Law empowers the Civil Service Office to address. This project, in part, seeks technical assistance to support the Civil Service Office in dealing with these issues. In addition the Law itself charges the Civil Service Office with other responsibilities which require particular technical expertise.

The continuing decentralisation of public administration means increasing numbers of public services are being provided outside the civil service. Unlike the Civil Service Act, the Act on Public Service does not define the requirement for an employee to carry out his/her duties in an apolitical and impartial way; nor does it demand high-quality performance. To ensure effective public administration it is necessary to establish a modern, professional public service along the lines of the civil service. This is now a major priority issue for both the Civil Service Office and the Ministry of Labour, Social Affairs and Family.

The key document to be followed is the "Strategy for the Reform of Public Sector Employment Practices" which has been prepared by the Ministry of Labour, Social Affairs and Family in co-operation with domestic (government as well as non-government) and foreign experts. The Strategy should be adopted by the Government in May 2003. It offers a long-term approach to the modernisation of the public sector that will cover the current Government’s term of office and should continue further on.

The second part of this project seeks technical assistance to extend the Civil Service Law principles into the wider public sector including “the forces” (eg Police Corps, Slovak Intelligence Service, Railway Police, customs officers, etc.). The public sector must be capable of recruiting and retaining qualified human resources.

3.2.- Linked activities

This project has been devised to assist the Civil Service Office and the Ministry of Labour, Social Affairs and Family in the next phase of public administration reform, building on previous Phare projects and complementing the current Phare 2002 Twinning Project in the Civil Service Office. It also follows on from:

- 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, which has strengthened Public Administration and the CSO in the initial phase. Final Report available.
• Phare SK/02/OT/01 Twinning 2002 on Support to the Civil Service Office

A number of bilateral Technical Assistance and support projects and activities have been contributing to the design and implementation of the public administration reform programme in the SR. The most relevant is the assistance provided by the British DFID (ex Know-How fund) through SPAR, which assists with public administration reform. This assistance will end in March 2003. UNDP (regional programme on Good Governance) and CIDA-Canada have also been major providers of TA in this field.

3.3.- Results

1. The Civil Service Office and all other service offices will be operating to the letter of the Civil Service Law
2. Targets for effectiveness, efficiency and economic gains in Slovak Public Administration met
3. The wider public sector employees operating to the same employment principles and practices as the Civil Service

3.4.- Activities

The following activities will be included in a single Technical Assistance Contract.

1 Technical assistance to ministries and other central bodies at both strategic and delivery level in designing and implementing systems and processes that lead to continuous improvement through more effective and efficient structures, manpower control and work organisation
2 Produce a legal framework unifying working conditions across different civil service occupational groups e.g. police, army etc.
3 Facilitate delivery of elements of the Civil Service Office Strategic Action Plan
   • Ensure that all civil servants are aware of the content of the Code of Ethics, what it is intended to achieve and what is required of them in terms of actions and behaviour
   • Establish effective communication systems that facilitate the exchange of ideas and information and change management principles
   • The preparation and implementation of a system of life long professional development for civil servants
   • Prepare and issue guidance on the Qualification Examination
   • Implement a system of internal audit in the Civil Service Office
   • Identify, explain and implement the concepts of social welfare in the civil service
   • Promote the activities of the Civil Service Office and its impact on the civil service as a whole

4 Technical assistance in drafting new primary and secondary legislation extending civil service principles to public service employees
• Workshops given by foreign experts: experience of selected countries with legal regulation and extension of civil service principles to public service
• Analysis of the current legal regulation of civil service principles in SR and of the possibilities of extending them to public service
• Proposals for amendments to existing legislation and/or new legislation on public service resulting from the analysis
• Assistance in drafting amendments to existing legislation and/or new legislation on public service

5 Technical assistance in implementation of new primary and secondary legislation extending civil service principles to public service employees
• Periodic review and evaluation of the implementation of individual pieces of legislation
• Workshop given by foreign experts: experience of the selected countries with the implementation of legislation in this field; identification of possible risks

3.4.2 Means

All activities will be implemented through a single technical assistance contract. Support is needed across two institutions the Civil Service Office and the Ministry of Labour, Social Affairs and Family.

The manpower required will include the following indicative number of experts (and related man/months):

Activity 1 and 2:

The Team Leader - (long-term expert - 18 man-months) should be a senior consultant with indicatively ten years of relevant professional experience: either in State administration bodies responsible for central management and co-ordination and modernization of the relevant State Civil (and/or Public) Service; or in human resource management departments of Ministries and/or other bodies of a central State administration.

He/she should be experienced in the introduction of modern Civil Service systems (particularly those designed to improve effectiveness, efficiency and economy), knowledge of Civil Service systems in EU Member States. Previous experience in similar tasks performed in other candidate countries would be considered an asset.

Additional requirements: the candidate should have a successful previous experience in policy formulation and implementation; a University degree in a field related to the tasks, the ability to work in a multi-cultural environment, be fluent in English (written and spoken), have proven ability to assume a leadership role and excellent communication and presentation skills.

The Team Leader will co-ordinate, supervise and ensure the timely delivery of the assistance to be provided by a large pool of experts required for the successful implementation of the whole project.
The Team Leader will also be supported in implementing Activities 1 and 2 by a few EU short-term experts (including 2 local short-experts) (each of them will have an indicative duration of the assignment of 3 man/months).

Activity 3:

Ideally one EU short-expert per each (7) sub-activity (6 man/months) supported by two local experts (6 man/months each).

Activity 4

Four EU short-term experts (4 man/months each) supported by 6 local short-experts (4 man/months each).

Activity 5

Two EU short-experts: one for 6 man/months and second one for 8 man/months. They will be supported by two local experts with the same duration of the EU experts assignment.

3.5 Lessons learned

The recent SIGMA review of the civil service in Slovakia identified the following lessons to be learned:

- Public Administration Reform is a complex and long-term undertaking
- Sustained political will and support is crucial
- Appropriate capacity must be available within country to absorb the support an assistance financed externally
- The need to increase ownership of externally financed projects

4.- Institutional Framework

The recipients of the assistance are the Civil Service Office and the Ministry of Labour, Social Affairs and Family.

The main direct beneficiaries will be the Civil Service Office, the Ministry of Labour, Social Affairs and Family and other associated ministries/state institutions.

The project will be implemented in an institutional framework that comprises 14 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 project implementation will be supervised by a Steering Committee including representatives of the Civil Service Office and the Ministry of Labour, Social Affairs and Family.
5.- Detailed budget

<table>
<thead>
<tr>
<th>Contract</th>
<th>Investment support</th>
<th>Institution building</th>
<th>Total Phare (I+IB)</th>
<th>National Co-financing</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical assistance</td>
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<td></td>
<td>1.7</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1.7</td>
</tr>
</tbody>
</table>

*Costs to be borne by the SR in accordance with the rules governing TA Contracts (office space and equipment, communication costs, general office costs)*

6.- Implementation arrangements

6.1.- Implementing Agencies

Contractual and financial implementation:

| PAO: Director of CFCU - Mrs. Silvia Czuczorova |
| Address: Radlinského 32 Telephone: +421 2 57262 707 |
| Slovak Republic e-mail: cfcuschuczorova@mfsr.sk |

Technical implementation of project:

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

Ministry of Labour, Social Affairs and Family
Spitalska 4-6
816 43 Bratislava
Contact person: Mr. Miroslav Beblavy, State Secretary
Tel: 00421 2 5975 2713
Fax: 00421 2 5975 2730

7.- Implementation schedule

- Start of tendering: 1st quarter 2004
- Start of Project Activity: 2nd quarter 2004
- Project Completion: 4th quarter 2005
8.- Equal opportunity

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

9.- Impact on Environment N/A

10.- Rates of Return N/A

11.- Investment Criteria N/A

12.- Conditionality and sequencing

• The Strategy for Public Sector Employment Practices is approved by the Government (expected by the end of the second quarter 2003)
• The Government charges the Ministry of Labour, Social Affairs and Family and the Civil Service Office with the preparation of the relevant legislation
• The Civil Service Office Strategic Action Plan is promulgated

ANNEXES

1.- Logical framework matrix

2.- Detailed implementation chart

3.- Contracting and disbursement schedule
# LOGICAL FRAMEWORK PLANNING MATRIX FOR PROJECT:

**Programme name and number:** 2003-004-995-01-01

**Sheet no.**

**Contracting period expires:** 30.11.2005

**Disbursement period expires:** 30.11.2006

**Total budget (MEUR):** 1.7

**PHARE budget (MEUR):** 1.7

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<table>
<thead>
<tr>
<th>Overall objective</th>
<th>Objectively verifiable indicators</th>
<th>Sources of Verification</th>
<th>Assumptions and Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Modernisation of the Civil Service and Public Service in the Slovak Republic</strong></td>
<td>To facilitate the implementation of the Civil Service Law, the reform of Public Administration and the development of administrative capacity for effective participation in EU decision-making.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>* EC recognizing the system of Civil Service as meeting the requirements of Member State</td>
<td></td>
<td>EC Regular Reports</td>
<td>Continued involvement of the Slovak government in the strengthening and adjustment of the CS to EU standards.</td>
</tr>
<tr>
<td>* Reform of civil service and public administration systems completed</td>
<td></td>
<td>SIGMA assessment reports</td>
<td>Appropriate Slovak administrative capacity available to work with technical experts</td>
</tr>
<tr>
<td><strong>Project purpose</strong></td>
<td></td>
<td></td>
<td>Efficiency targets will be set by the end of 2003</td>
</tr>
<tr>
<td>* Civil Service Law fully implemented and effectiveness and efficiency in Public Administration improved.</td>
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<tr>
<td>* Strategy for the Reform of Public Sector Employment Practices fully implemented.</td>
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<tr>
<td>* Civil service offices will be operating wholly within the articles of the Civil Service Law</td>
<td></td>
<td>Audit of performance of civil service offices against Civil Service Law criteria</td>
<td></td>
</tr>
<tr>
<td>* Targets for value for money, manpower and quality being met</td>
<td></td>
<td>Statistical information to be generated by CSO</td>
<td></td>
</tr>
<tr>
<td>* All public administration employees operating within similar terms and conditions of employment</td>
<td></td>
<td>CSO Regular Reports</td>
<td></td>
</tr>
<tr>
<td>* Improved recruitment and retention rates in civil service offices and in the whole public administration</td>
<td></td>
<td>Revised Law on Public Service approved and implemented</td>
<td></td>
</tr>
</tbody>
</table>

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### Results

- The Civil Service Office and all other service offices will be operating to the letter of the Civil Service Law.
- Targets for effectiveness, efficiency and economic gains in Slovak Public Administration met.
- The wider public sector employees operating to the same employment principles and practices as the Civil Service.
- Audit report on the applicability of the Civil Service Law at the end of the project.
- Establishment of regular series of efficiency reviews within civil service offices and in the whole public administration.
- Statistical reports from the systemization process.
- Recruitment and retention data.
- Appropriate conditions of service for all employees.
- Annual Reports by CSO.
- Official Journal.
- CSO reports.
- Project reports.
- Audit reports.
- Systemisation process fully operational by end 2003.

### Activities

<table>
<thead>
<tr>
<th>Activities</th>
<th>Means</th>
<th>Assumptions</th>
</tr>
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<tbody>
<tr>
<td>Technical assistance to ministries and other central bodies at both strategic and delivery level in designing and implementing systems and processes that lead to continuous improvement through more effective and efficient structures, manpower control and work organisation.</td>
<td>Technical assistance contract (1.7 MEUR)</td>
<td>Continued involvement of the Slovak government in the strengthening and adjustment of the CS to EU standards.</td>
</tr>
<tr>
<td>Produce a legal framework unifying working conditions across different civil service occupational groups eg police, army etc.</td>
<td></td>
<td>Appropriate Slovak administrative capacity available to work with technical experts.</td>
</tr>
<tr>
<td>Facilitate delivery of elements of the Civil Service Office Strategic Action Plan.</td>
<td></td>
<td>Efficiency targets will be set by the end of 2003.</td>
</tr>
<tr>
<td>Technical assistance in drafting new primary and secondary legislation extending civil service principles to public service employees.</td>
<td></td>
<td>Systemisation process fully operational by end 2003.</td>
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<tr>
<td></td>
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<td>Relevant employment legislation drafted and adopted.</td>
</tr>
</tbody>
</table>
### TIME IMPLEMENTATION CHART

Modernisation of the Civil Service and Public Service in the Slovak Republic

<table>
<thead>
<tr>
<th>Component</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
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<tbody>
<tr>
<td>Technical assistance contract</td>
<td></td>
<td>X X X X X X X X X X X X X X X X X</td>
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**ANNEX 3**

**CONTRACTING AND DISBURSEMENT SCHEDULE (IN MEUR)**

Modernisation of the Civil Service and Public Service in the Slovak Republic

<table>
<thead>
<tr>
<th></th>
<th>2004</th>
<th></th>
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<th>2005</th>
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<th>2006</th>
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<td>1.6</td>
<td>1.7</td>
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