

Standard Summary Project Fiche

Project Number LI 9906.01

1. Title

Strengthening Public Administration Services

2. Geographical Location

Lithuanian Institute for Public Administration (**LIPA**), Seimas, Ministry of Foreign Affairs

3. Objectives

The objectives of this **3.0 MEUR Project** are to:

- Provide strategic advice to LIPA with regard public administration modernisation and the role of human resource management and personnel development, as the basis for the better management, responsiveness and accountability of public services, including strengthening the decision-making process and the suitable introduction of a service-oriented ethos,
- Strengthen the operational functioning and management of LIPA (internal communications, contractual issues with institutional or individual trainers, external experts, training of trainers policy, co-operation with the line ministries, etc.),
- Set-up a comprehensive horizontal training programme for civil servants (legislative, executive and judicial branches – approximately 50 trained-trainers and 500 trainees), based on the specific needs of different target groups:
 - initial training,
 - retraining for occupational advancement,
 - training for senior staff,
- Set-up a series of EU accession training programmes for civil servants (legislative, executive and judicial branches – approximately 50 trained-trainers and 500 trainees), with a specific focus on the legal obligations of the *acquis*, the basic working rules, practices and procedures:
 - core introductory training on intra-European co-operation in the context of pre-accession and accession into the EU, elaborated on the basis of the Outline Strategy for Training the Lithuanian Civil Service for Accession to the EU and on-going bi-lateral assistance,
 - sector specific training modules, regarding, for example:
 - common external tariff, free movement of goods, mutual recognition of standards etc.,
 - competition policy, state aids procedures etc.,
 - financial, budgetary/macro-economic policy, single monetary policy and currency etc.,
 - agriculture policy, rural development policy etc.,
 - justice and home affairs, police co-operation, visa and migration policy etc.,
 - regional policy/economic and social cohesion, including employment policy etc.,
- Provide specific training/advisory input to civil servants in Seimas/the legislative branch, auditing the administrative structures and management of Seimas, leading to recommendations on improved management structures, plus training to support improved parliamentary procedures of scrutiny, preparation of parliamentary reports etc. (Seimas specific training will focus on approximately 50 trainees),

- Provide specific training/advisory input to the secretariat service to the National Aid Co-ordinator (foreseen to increase during years 1999 and 2000 to a staff of approximately 15), developing the capacity to programme and manage Community assistance support,
- Assist line ministries and Seimas (minimum 10 institutions) with the elaboration of annual training plans, based on a clear definition of mission statement and human resource strategy,
- Establish suitable methodology and procedures for quality assurance and accreditation of training curricula (regulations and description of tasks for committees for curricula accreditation, procedures and methods for quality assessment and accreditation of curricula).

The Project does not directly address specific acts of the *acquis communautaire*, but is rather geared to strengthening the administrative capacities of the legislative, executive and judicial branches of government to assume the obligations and requirements of EU accession and eventual membership. In focusing on the development of core civil service training programmes and the enhanced awareness of the role of human resources/personnel management, the Project will ensure the raising of standards of the public administrative structures, both in terms of human potential, but also in terms of the public's expectations as to range and quality of services delivered by such structures.

4. Institutional Framework

4.1. Lithuanian Institute of Public Administration (LIPA)

The Ministry of Public Administration Reform and Local Authorities and the Law Academy of Lithuania established LIPA in January 1999, with the actual delivery of training expected to begin by the end of 1999. For budget year 1999, the Government has allocated 1.35 MLT (c. 0.3 MEUR) to support the establishment of LIPA. For budget year 2000, a request for state funding of 3.1 MLT (c. 0.7 MEUR) has been submitted.

According to its Statute, LIPA is a non-academic entity having as its main objective participation in formulating and in implementing Government policy in the field of civil service training, in particular to initiate, co-ordinate and supervise the development of a comprehensive training package, including a certification system, for civil servants.

Eligible target groups include all 'A grade' civil servants (as defined in the draft Law on Civil Service, presently in Seimas), independent of their place of employment. Where line ministries and other state organisations have specific training needs these may be dealt with directly by existing training centres attached to the line ministries, although with the methodological support of LIPA.

Among the priority tasks for LIPA is the development of a comprehensive training package allowing for the modernisation of the public services, at state and county level (approximately 18,500 civil servants), with particular emphasis on the institutionalisation of a public sector code of ethics and service-oriented ethos, based on transparent and accountable decision-making structures.

As LIPA will not have its own permanent academic staff, the delivery of courses will be ensured on using trainers/training institutes on a contractual basis. It is anticipated that teaching staff be either from Lithuanian Institutions of Higher Education, or practitioners from Lithuania or abroad.

4.2. Seimas

In order to better perform its parliamentary responsibilities, the first steps to modernising the Seimas Statute, structures and procedures were undertaken in December 1998. It is important that this process of strengthening the institutional capacity of Seimas to effectively carry-out its role of parliamentary scrutiny be continued, and that the civil service receive suitable training, particularly in relation to Lithuania's pre-accession into the EU.

While approximately 260 civil servants support the functioning of Seimas, key target groups to receive training and procedural support include those serving on:

- 13 Standing Committees (62 civil servants): Agriculture; Budget & Finance; Economics; Education, Science and Culture; European Affairs; Foreign Affairs; Health; Human Rights; Legal; National Security; Nature Protection; Public Administration and Local Authorities; Social Affairs and Labour,
- Legal Department (14 civil servants),
- Information Analysis Department (30 civil servants).

4.3. Secretariat to the National Aid Co-ordinator

The Ministry of Foreign Affairs is responsible for co-ordinating implementation of the Europe Agreement, co-ordinating preparations for accession negotiations/screening, co-ordinating political dialogue and, as National Aid Co-ordinator, co-ordinating multi-lateral and bi-lateral assistance to Lithuania, chairing and acting as secretariat to the Multi-lateral and Bi-lateral Technical Assistance Co-ordination Commission. The European Integration Department is staffed by 30 civil servants, 7 within the Technical Assistance Division (foreseen to increase in 1999/2000 to approximately 15).

5. Description

This **3.0 MEUR Project** consists of 2 components: (1) **Twinning and Training Package for Civil Service Training**; (2) **Equipment/Documentation Procurement for LIPA and Seimas**.

5.1. Twinning and Training Package for Civil Service Training

This 2.7 MEUR component, delivered via twinning, will comprise the following key components:

- A 2-year Pre-Accession Adviser (PAA-A) to provide senior level strategic and operational advice to LIPA (and the Ministry of Public Administration Reforms and Local Authorities) regarding public administration modernisation and the role of human resource management and personnel development, as the basis for improved management, responsiveness and accountability of public services. PAA-A, who should be fluent in the English language, will also provide technical support and guidance to LIPA, in co-operation with Short-Term Adviser (STA) inputs, with the overall design and implementation of the horizontal, EU accession training programmes and the development of suitable methodology and procedures for quality assurance and accreditation of training courses,
- A 2-year Pre-Accession Adviser (PAA-B) to provide operational advice to LIPA and the line Ministries and Seimas regarding managing public administration personnel development. PAA-B, who should be fluent in the English language, will also support LIPA with its own internal operations and functioning and will also be responsible for the co-ordination of the series of STA inputs and the general management of the twinning package,
- A 1.5-year Pre-Accession Adviser (PAA-C) to provide strategic and operational advice to the National Aid Co-ordinator/secretariat, regarding the strategic role of and the programming of Community assistance to Lithuania. PAA-C, who should be fluent in the English language and operationally familiar with the detailed procedural operations of Community assistance to the Candidate Countries, will also support the National Aid Co-ordinator/secretariat with the development of its capacity to monitor the implementation of and the assessment and evaluation of Community assistance to Lithuania, ensuring complementarity with the Government's accession strategy and State Budget,

- Approximately 90 person-months of short-to-medium-term EU training/advisory expert inputs (STAs). STAs, who should all be fluent in the English language, will be responsible primarily for the purpose of detailed curricula development, the delivery of training, including the training-of-trainers, plus for the detailed advice to line Ministries and Seimas in relation to human resource management and structural modernisation of public administration services,
- Interpretation, translation of texts, the development of computer/information systems, provision of documentation etc..

This Twinning and Training Package will provide support in the following seven key activity areas:

- 5.1.1. Support to Strengthen the Operational Functioning of LIPA,
- 5.1.2. Elaboration of a Comprehensive Horizontal Training Programme Curricula,
- 5.1.3. Elaboration of a Comprehensive EU Accession Training Curricula,
- 5.1.4. Provision of Specific Training/Advisory Inputs to Seimas,
- 5.1.5. Provision of Specific Training/Advisory Inputs to the National Aid Co-ordinator,
- 5.1.6. Support with the Elaboration of Annual Training Plans,
- 5.1.7. Establishment of Methodology and Procedures for Quality Assurance and Accreditation.

Support via this Twinning and Training Package will build on the anticipated outputs of the 1997 Phare project (LI 9701-02 – 0.2 MEUR, to be contracted in late spring 1999) to support the establishment and procedural operation of LIPA.

Among the key outputs of this 1997 project – assumed to be completed in the first quarter of 2000 – it is expected: (1) to develop a training concept for civil servants at state, county and municipal level, (2) to outline training programmes and core curricula in the field of introductory training, on-the-job training, training for senior civil servants and training of staff with duties including international relations, and (3) to determine procedures and methods for quality assurance, review, assessment and accreditation.

In addition, in the specific area of “EU Accession Training”, support via this Twinning and Training Package will build on a series of bi-lateral assistance inputs provided over the past two years (further information is provided below – see section 5.1.3.).

5.1.1. Support to Strengthen the Operational Functioning of LIPA

- The budget for this activity is estimated at 0.25 MEUR.
- Support will primarily be delivered by PAA-B, with short-term inputs by PAA-A and other specialist experts, especially of a legal and budgetary management nature, also foreseen.

While certain assistance is already foreseen under the LI 9701-02 project to support the initial establishment of LIPA, continuous support to strengthen the operational functioning and procedures of LIPA will be necessary to ensure its effective functioning during its first years of operation.

Based on EU best-practice, the structure of LIPA has to be further elaborated including the detailed description of LIPA’s staff duties, the provision of suitable training support, recommendations on optimal staff levels, structures, and intra-departmental links, contractual issues with institutional or individual trainers and external experts, training-of-trainers policy, exploitation of information technology, co-operation with the line ministries, Seimas etc.. Advice and institution building support should also focus on developing awareness (principally via workshops/seminars), both domestically and within the region and the EU, as to the role of LIPA.

In addition to twinning expertise, limited support (*0.3 MEUR financed under component 2*) is foreseen for the procurement of training/information equipment and documentation for LIPA, which will follow from the assessment of equipment/information needs by the twinning team.

5.1.2. Elaboration of a Comprehensive Horizontal Training Programme Curricula

- The budget for this activity is estimated at 0.65 MEUR.
- PAA-A will assist LIPA in the development of curricula, teaching materials etc., the delivery of training and the evaluation and further development of the curricula and teaching materials. Extensive specialist short-to-medium-term inputs are also assumed to be delivered throughout the activity cycle.

Under the LI 9701-02 project the core structure for a horizontal civil service training programme and curricula will be elaborated, covering the specific training needs of three key target groups:

- Initial training,
- Re-training for occupational advancement, and
- Training for senior staff.

It is anticipated that the outline training programmes and draft curricula be pilot-tested in late 1999, to be funded by the Lithuanian side. Based on the results of these pilot tests and the revised outline of a training programme and core curricula, the Government is expected to adopt a Civil Service Training Strategy, in late 1999/early 2000.

It should be assumed that the Strategy and the outline training programme will cover the standard package of modules for human resource management in the public sector, although clearly to be prepared from the perspective of a Candidate Country: e.g. civil service ethics, personnel management, financial management, written skills, verbal skills, quantitative analysis, law/regulation and judicial review, work organisation and time management, filing and archiving, project management, new developments in public administration, informatics etc..

Under this activity, support will be provided for the elaboration of comprehensive curricula for horizontal civil service training relevant to the three target groups. For each target group a full set of curricula (courses/modules) teaching/trainer and trainee materials, plus supporting documentation (case studies, background materials) will need to be elaborated and published both in the English and Lithuanian languages (the methodological design of the curricula should be in accordance with the information requirements of the curricula register to be established under 5.1.7. below). This will involve support for:

- A detailed assessment of the requirements of the client, the pilot tested draft curricula and of existing local capacities,
- To confirm or propose revisions of the established training needs, objectives, identified target groups, time-schedules etc.,
- Based on Member States' experiences and on the basic requirements of the Law on Civil Service, elaborate career qualification requirements for each civil service grade (the curricula for occupational advancement will need to reflect these qualification requirements; while the curricula for senior staff needs to reflect the requirement that the Law on Civil Service requires LIPA to issue certificates of qualification as a prerequisite for occupants of the posts of Secretary of the Government and Secretaries of Ministries),
- Proposing criteria for the selection of Lithuanian trainers and trainees,
- Outlining the training programme, including detailed training time-schedule and proposing a list of publications for translation,
- Developing (including printing costs for 500 copies) the detailed training programmes (modules/courses/fellowships to EU Member State(s)) and related learning materials,
- Designing measures for continuous evaluation and quality control of the process of learning,

- Delivering and overseeing the process of learning, ensuring its quality, making necessary adjustments to materials,
- Evaluating the training programme as a whole, assessing its impact and formulating recommendations for further training policy, strategy, planning and practical implementation,
- Recommendations on developing the long-term sustainability of training activities.

Over the life-time of this activity, it is assumed that approximately 50 trainers and 500 trainees receive training (this should be undertaken, on an incremental basis, by trained Lithuanian trainers).

5.1.3. Elaboration of a Comprehensive EU Accession Training Curricula

- The budget for this activity is estimated at 0.65 MEUR.
- PAA-A will assist LIPA in the development of curricula, teaching materials etc., the delivery of training and the evaluation and further development of the curricula and teaching materials. Extensive specialist short-to-medium-term inputs are also assumed to be delivered throughout the activity cycle.

The activity builds on a range of bi-lateral assistance inputs, provided initially by Finland and since also supported by Germany and Denmark.

With Finnish support (via the Finnish Institute of Public Administration) a needs analysis was carried out in early 1998 in the field of general EU training, with a draft training strategy prepared in summer 1998, which was adopted, by the Governmental European Integration Commission and the Seimas European Affairs Committee in late 1998, as an *Outline Strategy for Training the Lithuanian Civil Service for Accession to the EU*.

The main objectives of the Government's *Outline Strategy* are to:

- Guarantee that all Lithuanian civil servants who are directly involved in EU preparations and negotiations should have sufficient knowledge and skills regarding the functioning and orientation of the EU and the *acquis*, of both a general and specific orientation,
- Gradually provide an understanding and awareness of EU related matters to all civil servants,
- Create and develop networks between the Lithuanian authorities and their EU counterparts,
- Increase the number of Lithuanian trainers,
- Provide training materials in the Lithuanian language.

As an immediate priority, the *Outline Strategy* focuses on the training of key officials who will play a role in accession preparations and negotiations:

- Negotiators (a civil service target group of approximately 90 people),
- Top-level civil servants and vice-ministers (a target group of approximately 90 people),
- Heads of EU-units (a target group of approximately 160 people),
- Staff of EU-units,
- Trainers (particular emphasis should be placed on the training-of-trainers to be specialists in key sectoral subject areas, rather than training additional generalists).

Additionally, training for the Standing Committees of Seimas – in particular the European Affairs Committee – plus the Legal Bureau and Information Analysis Department, is also seen as a priority.

In addition to agreeing to the *Outline Strategy*, the Governmental European Integration Commission also agreed to establish a Co-ordination Commission (with representatives of the European Committee under the Government of the Republic of Lithuania, the European Law Department under the Government of the Republic of Lithuania, the Ministry of Public Administration Reform

and Local Authorities, the Ministry of Foreign Affairs, the Ministry of Education and Science, and the Ministry of Agriculture) with responsibility for the preparation of training programmes.

The Co-ordination Commission has entrusted LIPA to provide technical support in this area, with Danish bi-lateral assistance, planned to commence in mid-1999, to support the elaboration of a core curricula and set of basic modules related to EU accession training. These are foreseen to be pilot-tested in late 1999, with the training programme and curricula subsequently revised in early 2000.

Further Finnish, plus also German bi-lateral assistance programmes are also presently providing support for the training-of-trainers (28 trainers in total) primarily focused on general EU-oriented training, with trainers selected to ensure a geographical spread across the country.

Based on the results of these pilot tests and the revised outline of a training programme and core curricula, twinning support will be provided for the elaboration of comprehensive curricula for EU accession training, both:

- (a) General EU training modules – for example, the principles underlying the EU; its historical, economic and legal development; the decision-making process of the EU and of EC institutions; the relationship between Member States and EC institutions; plus
- (b) Sector specific EU training modules.

This will involve the elaboration and publication of a full set of curricula (courses/modules) teaching/trainer and trainee materials, plus supporting documentation (case studies, background materials), to be elaborated both in the English and Lithuanian languages (the methodological design of the curricula should be in accordance with the information requirements of the curricula register to be established under 5.1.7. below). This will involve twinning support for:

- A detailed assessment of the requirements of the client, the pilot tested draft curricula and of existing local capacities,
- To confirm or propose revisions of the established training needs, objectives, identified target groups, time-schedules etc.,
- Based on Member States' and Candidate Countries' experiences, elaborate suitable qualification requirements for the different groups of priority officials detailed above,
- Proposing criteria for the selection of Lithuanian trainers and trainees,
- Outlining the training programme, including detailed training time-schedule and proposing a list of publications for translation,
- Developing (including printing costs for 500 copies) the detailed training programmes (modules/courses/fellowships to EU Member State(s)) and related learning materials,
- Designing measures for continuous evaluation and quality control of the process of learning,
- Delivering and overseeing the process of learning, ensuring its quality, making necessary adjustments to materials,
- Evaluating the training programme as a whole, assessing its impact and formulating recommendations for further training policy, strategy, planning and practical implementation,
- Formulating recommendations on developing the long-term sustainability of the activity and the inputs of LIPA.

Over the life-time of this activity, it is assumed that approximately 50 trainers and 500 trainees receive training (this should be undertaken, on an incremental basis, by trained Lithuanian trainers).

5.1.4. Provision of Specific Training/Advisory Inputs to Seimas

- The budget for this activity is estimated at 0.2 MEUR.
- Support will involve limited inputs from PAA-A and PAA-B, with the majority of inputs provided via a medium-term expert, on regular missions to Lithuania, plus, on the basis of the analysis, additional short-term expert training inputs and procedural advice.

In addition to the general civil service training foreseen above, sector specific training/advisory inputs to support the legislative branch is also foreseen:

- Auditing the administrative structures and management of Seimas, leading to recommendations on improved management structures, plus training to support improved parliamentary procedures of scrutiny, preparation of parliamentary reports etc.,
- Evaluate the existing structures and management procedures of Seimas, assessing the efficiency of the present system, leading to detailed recommendations for reform of structures, management procedures and of the Seimas Statute,
- Analyse the career structure, qualification requirements and the level of proficiency of civil servants, as the basis for specific proposals and activities on skills development,
(N.B. while certain training will be delivered under 5.1.2. and 5.1.3., support under activity 5.1.4. should assist with the development of a comprehensive human resource development plan for Seimas – with priority focus on the European Affairs Standing Committee, although also all other Standing Committees, plus the Legal Department and Information Analysis Department – and the delivery of specific training activities for civil servants within Seimas),
- Review the specific parliamentary procedures of scrutiny, particularly in comparison with best-practice in the Member States' and other Candidate Countries' parliaments, leading to specific proposals and inputs supporting procedural and skills development.

5.1.5. Provision of Specific Training/Advisory Inputs to the National Aid Co-ordinator

- The budget for this activity is estimated at 0.5 MEUR.
- Support will involve the full 1.5-year input of PAA-C, with limited inputs from PAA-A and PAA-B, plus the inputs of a pool of short-to-medium-term experts providing training inputs and procedural advice on programme design, management, monitoring and evaluation.

In addition to the general civil service training foreseen above, sector specific training/advisory inputs to support the development of the capacity of the National Aid Co-ordinator/secretariat services is also foreseen to be supported via twinning, focused on the:

- Development of the NAC's secretariat's capacity to programme and negotiate, to monitor implementation and to assess impacts from the utilisation of Community assistance – as the main source of external assistance supporting Lithuania achieve its medium-term goal of EU accession – in line with the Government's strategy and policies.

Twinning support to the NAC/secretariat will involve:

- Support to oversee the drafting of programming documentation and sectoral background information for future Phare programmes, especially in relation to the pre-accession process,
- Support with the elaboration of documentation for the wider Government structures on the operation and the integration of Community assistance funds into the domestic budgetary and programme implementation process,
- Support to fulfil the NAC's obligations with respect the monitoring and reporting on Phare Programme progress, both to the Government and to the European Commission, further developing monitoring tools (databases, reporting systems etc.) as necessary,

- Support to the NAC and, as necessary, line Ministries with the follow-up of the project cycle, including detailed project design, managing the process of project implementation, assessment and eventual evaluation of project impacts.

5.1.6. Support with the Elaboration of Annual Training Plans

- The budget for this activity is estimated at 0.25 MEUR.
- Support will be provided by PAA-A, PAA-B and a pool of short-to-medium-term experts to provide advisory support to the line ministries and Seimas, with the elaboration of model training plans and the definition of mission statement and to deliver suitable training inputs.

In accordance with the Law on Civil Service, individual line ministries, Seimas and other institutions employing civil servants, are responsible for the preparation of annual training plans.

Twinning support will allow for the elaboration and publication of a model training plan, plus the delivery of training support to ensure the widest understanding of personnel management and human resource development methodology, including the capacity to identify personnel constraints and training opportunities within the financial resources of the ministries/state institutions.

While such model training plans and personnel management training will be available to all line ministries, particular emphasis should be placed on providing support to Seimas and the following key line ministries: Agriculture, Economy, Environment, Finance, Foreign Affairs, Interior, Justice, Public Administration Reform and Local Authorities, Social Security and Labour.

5.1.7. Establishment of Methodology and Procedures for Quality Assurance and Accreditation

- The budget for this activity is estimated at 0.2 MEUR.
- Support will be provided by PAA-A, PAA-B and short-to-medium-term experts, providing advisory support to LIPA with the elaboration of methodology for continuous quality assessment and control, procedures for accreditation of individual courses or modules, regulations for committees for curricula accreditation etc., including recommendations as to the format of a register of training curricula and also on the relationship between civil service training and formal education delivered at Lithuanian Institutions of Higher Education and therefore also recognised by the State.

While specific measures for the continuous evaluation and quality control of the training activities above will be elaborated as part of those activities, support will also be provided to LIPA to establish a general methodology and comprehensive procedural guidelines to support quality control throughout all of LIPA's training curricula and the training activities of those training centres attached to the line ministries, county and municipal levels with which LIPA co-operates.

Such support, building on the outputs of the LI 9701-02 project, should be provided in the context of LIPA eventually performing the role as an accrediting institution for other public service training centres in Lithuania, while LIPA itself should also be recognised as a badge of quality.

This necessitates the development of a register of curricula for civil service training (an inventory of best-practice, quality courses/modules already existing in the major EU languages – English, French or German – plus an inventory of Lithuanian courses/modules, including those offered in conjunction with or accredited by LIPA: such an inventory will include details of the methodology and layout of the courses/modules, the location of complete training materials etc.).

5.2. *Equipment/Documentation Procurement for LIPA and Seimas*

This 0.3 MEUR component will support the operational functioning of LIPA and Seimas via the limited procurement of training/conference and database management equipment and also documentation/publications on civil service human resource management.

Such supplies will be procured via a single tender process, in accordance with standard DIS Phare procurement procedures.

While the detailed list of supplies to be procured will be agreed following the assessment of equipment/documentation needs by the twinning team (primarily PAA-B), an indicative list of training and database management equipment for LIPA and Seimas includes:

5.2.1. Equipment for Simultaneous Interpretation

- Simultaneous interpretation equipment,
- 1 x LCD projector,
- 1 x electric screen,
- 3 x desktop computer, monitor, software.

5.2.2. Equipment for Civil Service Training

- Curricula Register (see 5.1.7. above)
- 5 x desktop computer, monitor, software,
- 1 x workgroup server.

5.2.3. Training Equipment for Computerised Classes

- 25 x desktop computer, monitor, software,
- 1 x network printer,
- 1 x scanner,
- 1 x colour copier,
- 1 x T.V.,
- 1 x video-camera,
- 1 x workgroup server,
- 1 x local printer,
- 1 x copier,
- 1 x LCD projector,
- 1 x video-recorder,
- 1 x slide printing machine.

An indicative list of training/conference equipment for Seimas includes:

5.2.4. Simultaneous Interpretation System

- Simultaneous interpretation equipment
- 1 x LCD projector
- 1 x electric screen
- 3 x desktop computer, monitor, software.

6. Budget (in million EUR)

Components	Investment	Institution Building	Total Phare (= I + IB)	Recipient *	IFI	TOTAL
Twinning and Training Package for Civil Service Training		2.7	2.7	0.5		3.2
Equipment/ Documentation Procurement for LIPA and Seimas	0.3		0.3			0.3
TOTAL	0.3	2.7	3.0	0.5		3.5

* On the basis of the 1999 State Budget Law (no. VIII-949) of December 1998, Article 9 commits the Government to ensuring the improvement of civil servants' qualifications, requiring that state and local authorities set aside not less than 3% of salary costs for civil service training. In 1999 this amounts to, at minimum, 1.9 million Litass (c. 0.5 MEUR).

A similar commitment to the development of civil service human resources is anticipated in the 2000 State Budget.

7. Implementation Arrangements

The CFCU is the Implementing Agency responsible for tendering, contracting and accounting. Responsibility for technical preparation and control will remain with beneficiary: for component 1

= chiefly LIPA, with specific inputs from Seimas and the National Aid Co-ordinator; for component 2 = LIPA and Seimas.

It is planned to sign two contracts: a twinning agreement (component 1) and the contract for the purchase of equipment (component 2).

8. Implementation Schedule

Component 1

Start of twinning arrangements: 2Q/00

Completion: 2Q/02

Component 2

Start of tendering: 3Q/00

Start of project activity: 4Q/00

Completion: 4Q/01

9. Equal opportunity

The institutions involved in the project execution will observe equal opportunity of men and women in its recruitment and human resources development. The beneficiaries will ensure equal access of men and women to the project activities and results.

10. Environment

n/a

11. Rates of Return

n/a

12. Investment Criteria

n/a

13. Conditionality and Sequencing

Implementation of the Project is conditional on the approval of the draft Law on Civil Service, which is presently awaiting Seimas approval, before the end of 1999.

The overall beneficiary of component 1, LIPA, will provide the team of experts with necessary facilities and counter-part support for implementing the foreseen activities. Where specific advisory inputs are provided, the beneficiary (principally Seimas and the NAC/Ministry of Foreign Affairs) will provide the experts with necessary facilities and counter-part support for implementing the Project.

The twinning component (component 1) shall build on the results of ongoing projects financed by previous Phare programmes and bilateral assistance.

The procurement of equipment (component 2) is conditional on the needs assessment to be carried out by the twinning team (primarily PAA-B).

In order to ensure the benefits of personnel training/skills development are maintained within the civil service, the Government will seek a full commitment from individual trainees and trained-trainers to continue service within the public sector for a minimum period of five-years.

Strengthening Public Administration Services	Project Number: LI 9906.01	Date of Drafting: 04/99	
	Contracting Period Expires: 31/10/2001	Disbursement Period Expires: 31/10/2002	
	Total Budget: 3.5 MEUR	Phare Contribution: 3.0 MEUR	
Wider Objective	Indicators of Achievement	Sources of Information	Assumptions and Risks
To ensure the better management, responsiveness and accountability of public services (legislative, executive and judicial branches), via the strengthening of the general institutional, administrative and human resource capacity of Lithuania's public services, including strengthening the decision-making process and the suitable introduction of a service-oriented ethos	<ul style="list-style-type: none"> - Stability of staff and a higher public rating of the accountability of administrative services - Increased competition for posts in the civil service 	<ul style="list-style-type: none"> - Mass media - Reports on Lithuania's accession progress 	<ul style="list-style-type: none"> - Process has not to be a subject to political changes - Lithuania has to show constant support allocating necessary financial resources
Immediate Objectives	Indicators of Achievement	Sources of Information	Assumptions and Risks
<ul style="list-style-type: none"> - Support to strengthen the effective operation and functioning of LIPA; - Set-up a comprehensive horizontal training programme for civil servants (legislative, executive and judicial) based on three key target groups: initial training; retraining for occupational advancement; training for senior staff; - Set-up a series of EU accession training programmes for civil servants (legislative, executive and judicial branches), focused on key officials who will play a role in accession preparations and negotiations; - Provide specific training/advisory inputs to civil servants in the legislative branch to strengthen the operation of Seimas; - Capacity building of the secretariat to the National Aid Co-ordinator in the area of programme design/management; - Assistance to line ministries and Seimas with the elaboration of annual training plans; - Establish methodology and procedures for continuous evaluation of training activities, quality control and for the accreditation of training curricula, including the establishment of a register of curricula 	<ul style="list-style-type: none"> - LIPA secures increased assistance from the state budget to support its development and delivery of training - Civil service horizontal, EU accession and specific training programmes elaborated and delivered, with a comprehensive series of trainer and trainee manuals for courses/modules prepared and distributed in the Lithuanian language - Lithuanian trainers trained and maintain to deliver training of elaborated materials under LIPA - Secretariat to the National Aid Co-ordinator ensures programme design/management without long-term external support by 2Q/02 - Management tools for curricula maintenance (continuous evaluation, quality control etc.) in place at LIPA 	<ul style="list-style-type: none"> - Twinning partners - Training materials prepared and distributed to trainers and trainees - Mass media - Reports on Lithuania's accession progress 	<ul style="list-style-type: none"> - Law on Civil Service enforced - LIPA receives constant state support and necessary budget allocations - State training policy has to be developed - Line ministries recognise training needs of their staff - Favourable economic environment and awareness of the importance for financing of training - Stability and functionality of LIPA based on appropriate staffing policy and technical-material support

Outputs	Indicators of Achievement	Sources of Information	Assumptions and Risks
<ul style="list-style-type: none"> - Optimal operational model for LIPA (communications and contractual issues with institutional or individual trainers, external experts, training of trainers policy; co-operation with the line ministries, etc.); - Comprehensive training programmes elaborated and delivered, including training-of-trainers, for civil servants: (a) horizontal training programme, (b) EU accession training programme; - Layout of courses/modules in English, French or German and Lithuanian languages; - Training programmes subjected to the register of training programmes; - Accessibility of training programmes to target groups via Internet; - Recommendations for reform of structures, management procedures and of the Seimas Statute; - Review of and recommendations on parliamentary procedures of scrutiny; - Proposals and activities for development of procedures and personnel skills; - Strengthened structural and personnel capacity of the NAC (and line Ministries/Agencies) to operationally design, manage and integrate Community assistance funds into the domestic budgetary and programme implementation process; - Further development of monitoring tools (databases, reporting systems etc.) to strengthen monitoring of and reporting on Phare Programme/Community assistance progress; - Annual training plans for key line ministries plus Seimas, plus increased personnel capacity in the area of personnel management; - Established methodology and procedures for quality assurance and accreditation of training curricula (regulations and description of tasks for committees for curricula accreditation; procedures and methods for quality assessment and accreditation of curricula); - Set up and maintenance of the register of curricula (inventory of modules/courses; methodological layout of modules/courses, methods and procedures for addition/ extraction of modules/courses to/from the active curricula, etc.). 	<ul style="list-style-type: none"> - Training programmes elaborated and maintained by the Lithuanian Institute of Public Administration; - Management tools for curricula maintenance (register, accreditation and quality assurance, etc.) existing at the Lithuanian Institute of Public Administration; - Strong and operational Lithuanian Institute of Public Administration 	<p>Mass media; Conferences; Printed materials; Internet; Reports by the Lithuanian Institute of Public Administration; Reports by local and external experts; Progress reports of the present project</p>	<p>Lithuanian Institute of Public Administration has to get constant state support and necessary budget allocations; State training policy has to be developed; Line ministries have to recognise training needs of their staff; Favourable legislative environment for financing of training; Stability and functionality of the Lithuanian Institute of Public Administration based on appropriate staffing policy and technical-material support.</p>

Inputs			
- Twinning experts, counter-part staff, office-space and training facilities at LIPA, Seimas, the National Aid Co-ordinator and the line ministries			
- Limited training equipment and documentation procurement			

Cumulative Quarterly Contracting and Disbursement Schedule (MEUR)**LI 9906.01****Cumulative Quarterly Contracting Schedule (MEUR)**

Project	4Q/99	1Q/00	2Q/00	3Q/00	4Q/00	1Q/01	2Q/01	3Q/01	4Q/01	1Q/02	2Q/02	3Q/02	Total
Strengthening Public Administration Services			2.7	2.7	3.0				-----	-----	-----	-----	3.0

Cumulative Quarterly Disbursement Schedule (MEUR)

Project	4Q/99	1Q/00	2Q/00	3Q/00	4Q/00	1Q/01	2Q/01	3Q/01	4Q/01	1Q/02	2Q/02	3Q/02	Total
Strengthening Public Administration Services			0.1	0.35	0.7	1.1	1.5	1.9	2.3	2.7	3.0	3.0	3.0

Detailed Implementation Chart for the Project – LI 9906.01

Annex 2 b)

Year	1999			2000												2001												2002											
Detailed Project Implementation	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S			
Twinning and Training Package for Civil Service Training (component 1)																																							
- Launch Twinning Request to Member States (after Management Committee – 23 July 1999)																																							
- Selection of Member State(s) for Twinning	X																																						
- Elaboration of Twinning Covenant		X	X	X	X																																		
- Submit Twinning Covenant to the Commission & Steering Committee for Approval					X	X	X																																
Implementation of Twinning Package								X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X									
Equipment/ Documentation Procurement for LIPA and Seimas (component 2)																																							
- Tender Launch												X																											
- Contract signature															X																								
- Procurement of equipment															X	X	X	X	X	X	X	X	X	X	X														

Detailed Cost Breakdown (in MEUR)**LI 9906.01**

	1999/2000			Total
Component	National Budget	Phare	Other	
<i>Institution Building</i>				
A. TA				
B. Twinning	0,5	2,7		3,2
C. Other				
Investment				
A. Studies				
B. Financial Support				
C. Equipment		0,3		0,3
D. Other				
Total	0,5	3,0		3,5

**Relation of the Project with Previous Phare Activities
and On-Going Projects Financed from Other Sources**
LI 9906.01

Annex 4

The Project builds on the anticipated outputs of the imminent Phare project (0.2 MEUR, to be contracted in spring 1999 via the Commission's sectoral framework contractor Berenschot EuroManagement – LI 9701-02-01-03) to support the establishment and procedural operation of LIPA. Among the key outputs of this project, which is assumed to be completed in the first quarter of 2000, it is expected (1) to develop a training concept for civil servants at state, county and municipal level, (2) to set up curricula in the field of introductory training, on-the-job training, training for senior civil servants and training of staff with duties including international relations, and (3) to determine procedures and methods for quality assurance, review, assessment and accreditation.

The Project also builds on bi-lateral assistance provided by Finland (via the Finnish Institute of Public Administration) to support the elaboration of an *Outline Strategy for Training the Lithuanian Civil Service for Accession to the EU*, which was adopted by the Governmental European Integration Commission and the Seimas European Affairs Committee in late 1998. Further Finnish, plus also German bi-lateral assistance programmes are presently providing support for the training-of-trainers (28 trainers in total) primarily focused on general EU-oriented training. Finally, Danish bi-lateral assistance is planned, starting mid-1999, to support the elaboration of a core curricula and set of basic modules related to EU accession training.

In the specific area of Capacity Building of the National Aid Co-ordinator for Programme Design/Management, the Project builds on an existing 1997 Phare project (LI 9701-05 – 0.85 MEUR, contracted in 1998 following internet announcement) to support the secretariat to the National Aid Co-ordinator, at the Ministry of Foreign Affairs, itself building on previous Phare assistance to the NAC since the early 1990s. Under the on-going contract, two full-time EU advisers, plus local expertise provides support to the activities of the Ministry of Foreign Affairs. This contract expires in autumn 2000.