



**Ministry of Labour and Social Affairs of the Czech Republic
in co-operation with the City of Prague**



**PROGRAMME COMPLEMENT
TO THE SINGLE PROGRAMMING DOCUMENT FOR
NUTS 2 OBJECTIVE 3 PRAGUE**

Approved by the Monitoring Committee on 7 June 2004

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INTRODUCTION

Member States are required, based on Art. 15 (6), Council Regulation (EC) no. 1260/1999, on Structural Funds, (“**the Regulation**”), to submit a programme complement to the European Commission within three months of approval of the single programming document, specifying the details of utilisation of the assistance described in the single programming document. In view of a shorter period available for drawing the assistance under the structural funds in 2004 - 2006, the Czech Government has undertaken to deliver the programme complements to the European Commission together with operational programmes, or, single programming documents. Version 3 of this Programme Complement has been submitted to the European Commission for information as part of negotiations. Version 4 will be sent to the European Commission for information upon its approval by the Monitoring Committee. The Programme Complement, like the Single Programming Document for NUTS 2 Objective 3 Prague (“**SPD 3**”), was prepared by the Managing Authority (Ministry of Labour and Social Affairs) in co-operation with the City of Prague (“CP”) and other partners.

The Programme Complement of the Single Programming Document for NUTS 2 Objective 3 Prague is the key document for implementation of Objective 3 on the territory of the City of Prague in the period 2004 – 2006.

The Programme Complement, in accordance with the requirements of Art. 18(3) of the Regulation, provides detailed specifications of measures under separate priorities of SPD 3, monitoring indicators and quantified goals at the measure level; definitions of final beneficiary types; financial plan of drawing the finance; plan of communication with the public and requirements of electronic data exchange with the European Commission. Furthermore, the Programme Complement describes the implementation arrangement, including substantive and financial management, monitoring, control and the evaluation strategy.

Support specified throughout SPD 3 (or, the Programme Complement) is intended for the whole territory of the City of Prague. In boroughs for which also support under Objective 2 is intended (about 31% of the population), maximum efforts will be made to synchronise events under both of the programmes wherever possible and feasible.

SPD 3 obtained a preliminary approval by the European Commission on 17 February 2004. The final version of SPD 3 was approved by the Notice in accordance with Art .254 of the European Treaty – Decision of the Commission of 7 June 2004. The complement was approved by the SPD 3 Monitoring Committee on 7 June 2004 and the version amended by the procedure per rollam will be transferred to the European Commission for information. The above procedure applies also in event of changes.

1 DESCRIPTION OF PRIORITIES AND MEASURES

Based on an analysis of human resources within the NUTS 2 Prague, as set out in SPD 3, weaknesses were identified that require focused attention and solution supported with the ESF sources, as defined in SPD 3 at the global objective level and specific aims levels. Based on the specific aims, the programme stipulates separate priorities that are further detailed in this Complement at the separate measures level. For refreshment sake, SPD 3 objectives are briefly repeated in the below paragraphs.

The SPD 3 global objective is an efficient labour market based on qualified workforce, competitiveness of employers, utilisation of the research and development potential of the region, social integration of groups at risk, and, on equal opportunities, while respecting the sustainable development principles.

The global objective is in full accordance with the aims of the Strategic Plan of the City of Prague .

The following **specific aims** have been determined for implementation of the global objective:

1. Develop flexible labour market, with special focus on the groups at risk on the labour market, prevent unemployment, improve employability a prevent long-term unemployment growth;
2. Integrate into society disadvantaged groups and develop institutions and quality services aimed at social integration and provision of equal opportunities on the labour market for women and men;
3. Develop a lifelong learning system that will prepare the qualified and flexible workforce capable of applying the sustainable development principle; and
4. Increase adaptability of Prague organisations through improved qualification of workers, development and utilisation of Prague's innovation potential.

Implementation of separate specific aims will be performed through defined priorities and measures:

Priority 1 Active employment policy

Measure 1.1 Develop the active employment policy and enhance its targeting

Priority 2 Social integration and equal opportunities

Measure 2.1 Integrate specific groups at risk of social exclusion

Measure 2.2 Reconcile work and family life

Measure 2.3 Global Grant – enhance capacity of social service providers

Priority 3 Develop lifelong learning

Measure 3.1 Develop initial education as a basis for lifelong learning with regard of the needs of the labour market and knowledge-based economy

Measure 3.2 Develop further education and training

Priority 4 Adaptability and entrepreneurship

Measure 4.1 Improve adaptability of employers and employees to the changing economic and technological environment and thus enhance their competitiveness

Measure 4.2 Co-operation of research and development institutions with business sphere, support innovation

Measure 4.3 Develop tourism

Priority 5 Technical assistance

Measure 5.1 Programme management support

Measure 5.2 Technical Background

1.1 PRIORITY 1 – ACTIVE EMPLOYMENT POLICY

Priority 1 is focused on meeting the Specific Aim One of SPD 3: “*Develop flexible labour market, with special focus on the groups at risk on the labour market, prevent unemployment, improve employability a prevent long-term unemployment growth*”. The Priority will be implemented by a sole measure, that will assist in developing the active employment policy and enhancing its targeting (“the AEP”), both by expanding the employment services scope and providing for their improved quality.

Measure 1.1 Develop the active employment policy and enhance its targeting

Measure code 21

Category name Labour market policy

Description and rationale

The Prague Region, compared to other regions, is described by a lower unemployment rate. Notwithstanding the fact, Prague's labour market displays also certain adverse features. These include specifically an ever-growing number of unemployed juvenile job seekers, school leavers/graduates and those with reduced capacity for work, as well as a growing proportion of long-term or recurrently registered job seekers. Risk groups in Prague, from the labour market perspective, include citizens aged over 50 (specifically women in that number), mothers with little children, unqualified or low-qualified individuals, long-term and recurrently registered job seekers, people with reduced capacity for work, maladjusted individuals, culturally and socially disadvantaged individuals and young people without work experience (juveniles, school leavers).

Given the labour market development, current active employment policy tools appear insufficient and not always and entirely flexible in terms of the existent needs of the Prague's labour market. Their use is at the same time mostly limited to the job seekers registered by the employment office, leaving aside so-called prospective job seekers, or, people at risk of unemployment. The employment office provides the above groups only with the information and guidance services. The key change in this area is expected to arise from adoption of the new Employment Act that will include also measures focused on the prospective job seekers.

This measure serves to support the active employment policy, which is an element of the State Employment Policy. Its aim is to assist in removing barriers on the labour market and help in obtaining a job or increasing the employability. The active employment policy involves, in addition to various formats of guidance programmes, specifically support to the further vocational education – primarily requalification, an also support to new jobs creation, provided both to employers in employing job seekers and job seekers in starting up their self-employment.

In accordance with the European Employment Strategy principles, the Czech Ministry of Labour and Social Affairs ("MLSA") began to shift the employment policy focus towards active and preventive measures as early as in 2001. Based on the National Action Plan of Employment for 2002, a pilot implementation of two programmes was launched: of the "**New Start**" programme for job seekers aged over 25 and "**First Opportunity**" programme for the job-seekers aged up to 25. Since 2002, the programmes have been run in the pilot mode at 15 selected employment offices, with an aim to gain experience of implementation of the programmes and, based on an evaluation, to fine-tune the programmes' conditions prior to their general application at all employment offices in the next year. Separate measures are based on requirements of the local labour market, Governmental and regional development strategies, while making use of established tools of the active employment policy. The unemployed are offered, under the pilot programme, to agree their individual action plan setting down specific measures for the signatory in order to obtain a job. The individual approach will be promoted mostly in relation to the long-term unemployed citizens. After evaluation of the pilot stage, the above programmes will be extended to all employment offices in the Czech Republic, making use of resources of the Operational programme of human resources development ("the OPHRD") and SPD 3.

The "**Bridge**" (*Most*) project is being implemented in many employment offices, addressing the issues of integrating the juveniles into the society. The key focus of the project is to bring the juveniles back within the education system and enable them to obtain a certificate of apprenticeship as the very basic qualification certificate; to assist them in gaining a specific job

with an employer, with support by the employment office if needed (using the AEP tools – publicly beneficial works, socially purposeful jobs and jobs enabling a qualification attainment for the juveniles); and enrolling for further requalification. The Czech and U.K. pilot project “Assistance to the Young People Disadvantaged on the Czech Labour Market”, implemented by the County Employment Office in Most, has served a springboard for designing the above project. The Most County displays high concentration levels of juveniles with uncompleted education, coming from the socially weak families. Many of the juveniles are those from the Romany Community. Based on the experience of the Employment Office in Most a systematic long-term approach was prepared to address the issues of integrating maladjusted juveniles into the society that should be extended to all employment offices in accordance with the Czech Government Resolution no. 640/99. In Prague, the project will be implemented with the support of SPD 3.

The expected development on the labour market in Prague requires concentration on the following areas:

- Complement active employment policy tools with new tool types that will be better suited to the labour market needs; enable application of preventive tools also for so-called prospective job seekers, or, people at risk of unemployment or people re-entering the labour market and forestall long-term or recurrent unemployment by that. The foregoing will involve mainly creation of new jobs with employers with an emphasis on new forms of employment as a method of developing conditions for success of women and young people on the labour market; incentives for creation of jobs for the self-employed; development of requalification programmes with an emphasis on new technologies and on ensuring equal access to such training (requalification) programmes;
- Develop preventive measures with an emphasis on those leading to motivation for retaining and obtaining a job – motivation courses; social accompanying programmes; intermediary and guidance programmes; support the Labour Pool type projects and to the First Opportunity, New Start and Bridge programmes; and, improve individual treatment of clients and develop careers mastering; and
- Ensure training of the staff of the employment office and co-operating organisations in working with separate groups hard to place on the labour market so that the staff are able to assess the labour market situation and apply individual treatment of the specific client, based on which a procedure is set down and such measures selected that will open the best way to the client’s success on the market.

Global objective

Increase effectiveness of the active employment policy in employing job seekers and prospective job seekers.

Specific aims

1. Prevent the growing number of the unemployed by lending a hand to the prospective job seekers; prevent the growing number of long-term registered job seekers by targeting both the current and new tools of the AEP, specifically on the individuals from the groups at risk of long-term unemployment:
 - Develop new forms of employment as one of the tools of developing conditions for success of disadvantaged groups on the labour market;
 - Improve the focus and efficiency of the existent active employment policy tools in relation to the job seekers; extend them to and orient on prospective job seekers, employees at risk of unemployment and people re-entering the labour market; and

- Introduce new active employment policy tools.
2. Increase the qualification level of the public employment services staff, including the staff of co-operating organisations, in particular of social partners and their associations, educational institutions, schools, municipalities and non-governmental not-for-profit organisations, in implementation and development of the active employment policy;
- Expand the offer of guidance and information services as the unemployment prevention;
 - Create a system of supporting employment of the young in order to gain practical working skills;
 - Increase the qualification level of the workers of the employment offices and co-operating organisations; interconnect and improve the quality of information and monitoring systems.

Types of activities

a) client-oriented activities

Development of intermediary services and guidance programmes, including development of guidance and information media

- *guidance* – expert career counselling in the meaning of the Employment Act is understood to include provision of professional guidance services in the labour market success for all citizens, in particular for job seekers and prospective job seekers, pupils and students of schools and for the general public, as a method of unemployment prevention and client activation, including also careers mastering;
- *intermediation* – intermediation is understood to include searches of a job upon request by an individual who has been seeking one; searches for candidates upon request by the employers who seek new workforce; employment of natural persons to perform their work with another legal or natural person; and counselling and information activities in job opportunities.

Labour and bilan-based diagnostics – “bilan de competence”, a method of special counselling services, looks at the match of competences, training and work potential of an individual with a realistic possibility of her or his success on the labour market; labour diagnostics, a sub-system of the bilan, is directly focused on options of a specific labour market positioning to match the client’s competences and interests.

Requalification – focused on improving the qualification and acquiring new skills; complementing professional knowledge; acquiring a qualification leading to new positioning on the labour market, including the knowledge of information and communication technologies; programmes of the Bridge type.

Creation of new jobs - specifically the support focused on compensating the employers for their wage expenses, with an emphasis on new forms of employment as a method developing conditions for success of women, young people and people with handicaps on the labour market, support to establishing sheltered workshops and sheltered workplaces.

Support of jobs at risk – support through requalification and support focused on compensating the employers for their wage expenses.

Motivation activities – help in finding orientation among the labour market requirements, requirements attached to the vacant positions on the labour market; serve as preparation for enrolment to requalification, or, for engaging in another active employment policy tool, including also refreshment of old work habits; programmes of the First Opportunity and New Start types.

Support of new jobs creation for the self-employed – courses for the beginner entrepreneurs; development of training in information and communication technologies for entrepreneurs; support in creating and equipping a workplace for performance of a self-employment, including business related costs.

Support of new forms of employment – this includes in particular part time employment, job rotation and job pooling.

Accompanying social activities – support of persons with dependants; costs of transport, dwelling and other accompanying social activities enabling integration on the labour market.

b) activities developing the services of the employment office a co-operating organisations

- creation of education programmes to develop professional skills in working with the groups at risk (reduced capacity for work, ethnic groups etc.) and their implementing in practice;
- creation and implementation of the training programme in a single approach to creation, implementation and evaluation of individual action plans that are based on an individual treatment and activation of job seekers, including training the trainers;
- preparation and implementation of training programmes for workers of the public administration and non-governmental not-for-profit organisations, relating to social and labour integration of the ethnic groups members and migrants;
- preparation and implementation of special additional training programmes for workers of the bilan workplaces network for the needs of public employment services;
- preparation and implementation of training programmes for workers of public employment services in preventive measures and information services;
- preparation and implementation of the special counselling training programme for efficient co-operation with the employer entities on the labour market;
- development of information and monitoring systems;
- development of communication skills of workers of the employment offices and co-operating organisations with a focus on equal opportunities and a fight of discrimination.

Link to horizontal themes

Equal opportunities

Equal opportunities will be ensured, first, by application of this measure in particular, since the measure is intended to assist in removing barriers on the labour market and help in obtaining and/or retaining a job or in increasing the employability; and, second, by implementation of accompanying activities that will enable to provide care for the dependants of the activities participants, by support of transport to the place of the activity performance, by provision of necessary compensation aids to the people with reduced capacity for work, etc. At selecting participants of the activities, equal treatment is emphasised in terms of gender, age and ethnic background.

Sustainable development

Sustainable development principles will get reflected specifically in training activities; when undergoing any vocational training, participants should be introduced to the industry's relation to the environment, potential environmental hazards and roads to positive influencing with the help of the newly acquired knowledge and skills. In the event of creating new job opportunities, a principle should be adhered to of developing such activities that either are not burdensome to the environment or lead to its improvement. In implementing training activities and creating new jobs, activities should be located as close as possible to the domiciles of the target group members. Should the activities under the project require transport of participants anyhow, public

transportation should be prioritised, while activities should not be if possible placed in the city's historical centre exposed to large concentrations of people.

Information society

Unless training activities are directly devoted to the information and communication technologies, they will include an information module on exploitation of the technologies in the industry in question, or, will include an amount of practical application.

Support of local initiatives

Localisation of activities is connected to utilisation of local initiative experiences, local potential (local organisations) and to satisfying requirements of the local labour market. Making use of local initiative activities and involving them in creating partnerships under specific projects will enable to specifically target separate supported activities on the needs of individuals belonging to the target groups of projects within the relevant location and will facilitate their potential work integration.

Target groups

- job seekers – they include individuals registered by the employment office for less than 6 months in case of persons aged over 25, or, less than 12 months in case of persons aged up to 25, who are willing and able to work;
- long-term unemployed persons and persons at risk of long-term unemployment – they include in particular individuals from among the job seekers, who belong to the so-called disadvantaged groups on the labour market. They are namely the people aged up to 25 and university graduates within two years from the successful completion of their study but up to 30 years of age at the maximum; pregnant women; nursing women; individuals caring for a child aged up to 15 or for a family member with a long-term severe handicap; with a handicap; people aged over 50; individuals recorded in the job seekers' register for longer than 6 months; people in need of special assistance (individuals who have appeared or live in extraordinarily difficult circumstances, socially maladjusted individuals, culturally and socially disadvantaged individuals); people with no or very low qualification; people with a combination of the above handicaps are those the worst exposed; these people need to be lent a hand in time, before they become long-term unemployed;
- prospective job seekers – they include individuals registered as prospective job seekers by the employment office who are either still employed but at risk of losing their job or such individuals who wish to re-enter the labour market (mostly mothers after their maternity leave or parental leave, or, other persons who have cared for a child; men returning from their compulsory service or alternative national service; individuals returning after the term of imprisonment etc.). The employment office currently provides the prospective job seekers only with information and guidance services, however there has been an increasing need of unemployment prevention in relation to them and their transfer to the job seekers register, by using the active employment policy in the manner ensuring their fluent transition from one job to another or fluent re-entry of the labour market;
- employees at risk of losing their job – individuals who are not registered by the employment office, not even under prospective job seekers, and who have been working with organisations undergoing restructuring, while threatened by both an individual or mass dismissal. They can be both workers of blue-collar professions and managers. They will primarily include individuals for whom special programmes are prepared of retaining a job with their current company or of finding a new positioning on the labour market, such programmes being prepared by employers, employee organisations (social partners) or employment offices.
- employees of the employment office and co-operating organisations, specifically of those functions within the employment office that are in direct contact with the clients, such as job

seekers and prospective job seekers, employers and co-operating organisations. They will include in particular intermediary, guidance and labour market functions.

Implementation arrangement

The Public Employment Services Administration (“PESA”) of the MLSA is the Intermediary Body in charge of this measure. The Employment Office of the City of Prague is the final beneficiary for the whole measure, as appointed by the Managing Authority. The part of the measure focused on the development of the employment office services will be implemented through systemic projects. The Employment Office will also perform regional-level implementation of the national projects executed under the OPHRD in the regional project format. The measure will be partly implemented under a grant scheme and projects of final recipients will be selected based upon an invitation to file applications. Final recipients, i.e. promoters of applications for performance of projects for target groups, will be primarily employers, training institutions, non-governmental not-for-profit organisations (civic associations, publicly beneficial organisations, religious legal persons, or, under special regime, also foundations and foundation trusts, non-governmental not-for-profit special-interest associations of the legal persons etc., - NGO), employee agencies, organisations of social partners etc.

Co-financing

For Measure 1.1, 16% out of the total SPD 3 budget has been reserved, i.e. approx. € 18 813 876. The Measure budget structure is analysed by source as follows:

ESF	€ 9 406 938 (50%)
Czech Republic - national budget	€ 9 406 938 (50%)
- Capital of Prague budget	€ 0

Table 1: Indicators of Measure 1.1

Indicator type	Number ¹	Indicator	Source
Inputs		Total budget	SPD 3
		Amount of reimbursed funds	PU
Outputs	1.05	Number of supported individuals – clients of services • <i>out of which: specific groups</i> ¹⁾	FB
	1.24	Share of supported individuals - clients of services in the total number of the unemployed	FB
	1.01	Number of supported individuals providing services or supporting provision of services	FB
	1.18	Number of course participants – clients of services • <i>out of which: specific groups</i> ¹⁾ • <i>out of which: participants of short-. medium- and long-term courses</i> ²⁾	FB
	1.25	Share of participants of courses with an information technologies module	FB
	1.26	Share of participants of courses with an environmental module	FB
	1.04	Number of supported organisations • <i>out of which: specific groups</i> ³⁾	FB
	1.11	Number of supported projects	FB
	1.09	Number of supported jobs	FB
	1.02	Number of supported training programmes	FB
Results	2.36	Share of individuals - clients of services in whom the provided support has met the goal • <i>out of which: specific groups</i> ¹⁾	FB
	2.41	Share of successful individuals who completed courses – clients of services • <i>out of which: participants of short-. medium- and long-term courses</i> ²⁾	FB
	2.43	Share of trained individuals providing services or supporting provision of services	FB
	2.12	Number of newly created/innovated products	FB
Effects	3.21	Sustainability of positive results of support to individuals	Evaluation study

1) Specific groups of individuals:

- a) By position on the labour market: employees, self-employed, long-term unemployed (more than 6 months in individuals aged up to 25, more than 12 months in individuals aged over 25), other unemployed, other.

¹ These are numbers assigned to separate indicators.

- b) Disadvantaged groups: aged up to 25, aged over 50, people with reduced capacity for work, low-qualified (basic education at the maximum)
- 2) Short-term courses – up to 40 lessons
Medium-term courses – from 40 to 300 lessons
Long-term courses – more than 300 lessons
- 3) Specific groups of organisations:
 - a) Large enterprises, SMEs, public administration bodies, other public institutions, non-governmental not-for-profit organisations, other
 - b) Educating and guidance institutions, public employment services provider institutions, social service provider institutions, institutions supporting provision of the above services, other

Table 2: Quantified goals of Measure 1.1

Type	Number	Indicator	Target value (2006)
Inputs		Total budget	EUR 18 813 876
Outputs	1.05	Number of supported individuals – clients of services	9 500
	1.18	Number of course participants – clients of services	8 300
	1.01	Number of supported individuals providing services or supporting provision of services	400
	1.09	Number of supported jobs	1 100
Results	2.41	Share of successful individuals who completed courses – clients of services	70%
	2.43	Share of trained individuals providing services or supporting provision of services	87%
Effects	3.21	Sustainability of positive results of support of individuals	50%

1.2 PRIORITY 2 – SOCIAL INTEGRATION AND EQUAL OPPORTUNITIES

Priority 2 is focused on meeting Specific Aim Two of SPD 3: “*Social inclusion of disadvantaged groups and development of institutions and quality of services aimed at social integration and ensuring equal opportunities for women and men on the labour market*”. The Priority will be implemented through three measures that will assist in alleviating inequalities of access to participation in the life of the community.

Measure 2.1 - Integrate specific groups at risk of social exclusion

Measure code **22**

Category name **Social integration a equal opportunities**

Description and rationale

Compared to the rest of the Czech Republic, considerable concentration of economic and social resources occurs in Prague, which has been accompanied by a wider range of economic and social gaps between people. Many of the Prague's citizens have not got an equal access to such resources and the divides keep on mounting over time. Disadvantaged groups include in particular the youth at risk of the disadvantaged environment; single parents with minor children; people with a handicap and family members who care for them; individuals with a lower-level education; individuals without working a social habits (homeless people, individuals returning after their term of imprisonment etc.); and people in their second half of their working age (prior to reaching their retirement age). Certain disadvantaged groups are entered not only by the Prague's citizens but by other people as well, who are attracted by the big city in a hope they will find solutions to their problems there. A considerable aggregation of maladjusted citizens, homeless people and illegal immigrants develops in Prague, followed by increased occurrence of social pathological phenomena, specifically the crime, and exposes social services to increased challenges. The disadvantaged groups of population increasingly include members of Romany communities who can benefit, both directly and indirectly, from numerous activities carried out as part of this Measure. The programme as a whole prioritises integrated approach to the members of the Romany minority by enabling establishment of special programmes adjusted to their needs. Given the national legislation in force, however, statistical monitoring of national minorities members is impossible and, therefore, e.g. participation by the Romay community members cannot be directly reported.

The objective of this Measure is to contribute to integration of specific population groups threatened by social exclusion and ensure access to education for the target group, which has been directly related to their success on the labour market. An improved initial position of the above groups for their entry of and retention on the labour market will be achieved with the help of improved accessibility and quality of social services. The Measure will respond to current adverse situations that may unfavourably affect the groups at risk of social exclusion.

The Measure will support both provision of direct assistance to members of disadvantaged groups and training in the area of introduction of systemic changes leading to an improved quality of methods of provision of services and to the development of organisations working with disadvantaged groups. The systemic changes include development of the social services quality through education in introducing the quality standards and through introducing a systemic approach to training the social services workers. By this, more individual treatment of users will be ensured and, consequently, also improved flexibility in ensuring assistance for the widest possible variety of social services users. Providing for the territorial and type availability of services for the groups at risk of social exclusion will be facilitated by training aimed at introduction of the community-level planning. As a result, community planning will support development of services provided to citizens in a natural environment, including also de-institutionalisation of social services, and, will thus help social integration of such individuals in the labour market. The Measure will further enable development of organisations providing services to disadvantaged individuals, both through training focused on developing the quality of the services and through reinforcing the organising capacity through acquisition of the strategic planning skills and improving the overall managerial skills of senior workers.

Training in the area of the above described systemic changes will be compatible with similar activities under Measure 2.1 of the OPHRD, in order to guarantee uniformity of the systemic changes, both at the management and implementation levels.

Global objective

Assistance to groups to groups at risk of social exclusion in acquiring relevant skills and competencies and in developing conditions that will help them to integrate in the community and on the labour market.

Specific aims

1. Refresh and develop the key knowledge, skills and competencies that will enable members of groups at risk to integrate in social and labour terms and to gain access to education;
2. Develop entities and organisations engaged in programmes of social integration of socially excluded individuals or those at risk of social exclusion;
3. Establish a framework of assistance to persons facing social exclusion. The exercise will involve preparation of vocational training and its rendering to workers within the area. Develop and expand currently provided social services in the direction of professional assistance, more targeted and adjusted to needs. The measures should significantly assist the individuals with cumulative disadvantages in access to or retention on the labour market;
4. Introduce measures to satisfy the quality standards required in social services, through training the trainers and subsequently orderers of the services, managers and social services workers;
5. Collect and analyse detailed information on the social landscape and on ways of such information spreading;
6. Establish relevant education, motivating for community planning, in order to improve accessibility of services for individuals at risk of social exclusion.

Types of activities

Direct services aiding integration into the society by means of the labour market for members of disadvantaged groups and those at risk of social exclusion (specifically personal assistance, supported employment, workshops, temporary employment, guidance, contact work, social fieldwork in Romany communities, help to the homeless etc., including sundry social services, provision of which is a prerequisite opening way to integration on the labour market). Completed projects of working together with clients will be based on the quality standards of the provided services.

Projects of complete assistance to young people in their integration into the society and on the labour market, focused on integration of young people released from institutional facilities into regular life (such as e.g. half-way houses).

Support to development of organisations that provide services to disadvantaged groups (lifelong learning of workers, education serving to ensure development of the quality of services including satisfaction of quality standards, training in transformation of residential services, training of social services workers, support of managerial skills of managers etc.).

Programmes of vocational training of social services workers, implementation of which will boost the quality and contribute to creation of a new and improved method of provision of social services (training in community planning; training in introduction of quality standards and good practice methodologies, including building of controls of standard compliance; information and guidance services on the Prague's social landscape and social services network etc.). It is useful to involve in such training programmes also workers of sundry supporting professions co-operating with the social services.

Combination of the above activities is admissible for completion of the above activities, in order to improve efficiency of the activities in practice. It is expected that partnerships will be

established at implementation of projects between non-governmental not-for-profit organisations and public administration bodies.

Link to horizontal themes

Equal opportunities

Equal opportunity compliance is an indispensable precondition to successful implementation of any projects related to social inclusion, while all projects should address the theme. All service providers will undertake to follow the equal opportunity principle, and to adhere to it both in working with the clients and inside their organisations. In case social service providers have not been working in the above manner they should integrate the principle into their projects. Practical application of equal opportunities should be also part of vocational training of all social service providers. The social services area provides more space for part-time employment of workers and introduction of alternate work forms. The Measure will further enable the family members caring for children and other dependants in need of care to re-enter the labour market, while the respective individual may stay within her or his home environment.

Sustainable development

Where and if possible, the sustainable development perspective will be included into the training programmes and vocational training of social service providers. By inserting into the programme training in introducing community planning, which addresses the social services accessibility issues, also the idea of sustainable development will be promoted through an emphasis put on the quality of communication and relations between separate entities - users, providers and orderers of social services.

Information society

Service providers will utilise information and communication technologies in working on projects, while at project selection special attention will be devoted to those promoting development of skills of disadvantaged clients in work with information technologies.

Support of local initiatives

Training in introducing community planning will materially contribute to application of the horizontal principle of support of local initiatives, as community planning increases the share by citizens in the decision-making process and adds to more efficient use of local resources.

Target groups

Individuals disadvantaged at entry of the labour market due to:

- age (younger, and older people in pre-retirement age);
- physical and/or mental handicap;
- loss or absence of work habits (specifically the long-term unemployed, individuals returning after their term of imprisonment, individuals returning from institutional care, long-term sick, and homeless people);
- social circumstances (specifically single parents; victims of crime and domestic violence; persons caring on long-term basis for their dependent; young people returning from an institutional facility, commercially abused individuals, homeless individuals, people at risk of addiction, victims of mass disasters, migrants and ethnic minority members including Romany communities).

The worst exposed include the groups of individuals in which various disadvantages cumulate.

In view of the fact that target groups include individuals disadvantaged at entry of the labour market, they cannot include children and retirement age individuals.

Workers of the public administration and non-governmental not-for-profit sector in the social issues area: they include workers of NGOs, boroughs and of the City of Prague ("CP"), including any organisations incorporated by them.

Social service providers – these include NGOs, contributory organisations of the CP a boroughs; and also associations and umbrella organisations of social service providers for systemic projects.

Implementation arrangement

The Intermediary Body responsibility is assigned to the City of Prague , EU Funds Department of the Corporation of the City of Prague (EUF CCP).

The Measure will be partly resolved by direct allocation of funds to the final beneficiaries, as appointed by the Managing Authority – to the Social and Health Care Department of the CCP and Urban Centre of Social Services and Prevention. Social and Health Care Department of the CCP has been tasked with allocation of funds for provision of services in social integration on the territory of the City of Prague . In 2004, the responsibility transits to the above Department for the subsidy policy in the social integration area and for the funds until currently allocated by the government to separate presenters of projects. The Urban Centre of Social Services and Prevention ("UCSSP") is a contributory organisation of the City of Prague . The key mission of the organisation is to ensure completely provision and co-ordination of social intervention services across the whole territory of the City of Prague . The UCSSP prepares conceptual, analytical and information documents for the state administration and self-government bodies at the region's level, as well as for separate Prague's boroughs. During implementation of projects, the Centre co-operates with both governmental and non-governmental social service providers and organisations incorporated by the City of Prague .

The Measure will be partly solved by the grant scheme organised from the EUF CCP level. Project of final beneficiaries for this part will be selected based on an invitation to lodge applications (a grant scheme). Presenters of applications for implementation of projects for target groups, i.e. final beneficiaries and at the same time final recipients will include, without limitation, the following: boroughs and organisations incorporated by them, NGOs , education institutions and organisations incorporated by public administration bodies.

Co-financing

For Measure 2.1, 20 % out of the total SPD 3 budget has been reserved, i.e. € 23 517 344. The Measure budget structure is analysed by source as follows:

ESF	€ 11 758 672 (50%)
Czech Republic - national budget	€ 8 654 907 (36,8%)
- Capital of Prague budget	€ 3 103 765 (13.2%)

Table 3: Indicators of Measure 2.1

Indicator type	Number	Indicator	Source
Inputs		Total budget	SPD 3
		Amount of reimbursed funds	PU
Outputs	1.05	Number of supported individuals – clients of services • <i>out of which: specific groups</i> ¹⁾	FB
	1.18	Number of course participants – clients of services • <i>out of which: specific groups</i> ¹⁾ • <i>out of which: participants of short-, medium- and long-term courses</i> ²⁾	FB
	1.01	Number of supported individuals providing services or supporting provision of services	FB
	1.25	Share of participants of courses with an information technologies module	FB
	1.26	Share of participants of courses with an environmental module	FB
	1.04	Number of supported organisations • <i>out of which: specific groups</i> ³⁾	FB
	1.11	Number of supported projects	FB
Results	2.36	Share of individuals – clients of services in whom the provided support has met the goal • <i>out of which: specific groups</i> ¹⁾	FB
	2.41	Share of successful individuals who completed courses – clients of services • <i>out of which: participants of short-, medium- and long-term courses</i> ²⁾	FB
	2.43	Share of trained individuals providing services or supporting provision of services	FB
	2.07	Number of newly created programmes aimed at social integration of socially excluded individuals or those at risk of social exclusion	FB
	2.12	Number of newly created/innovated products	FB
Effects	3.21	Sustainability of positive results of support of individuals	Evaluation study

1) Specific groups of individuals:

- a) Analysed by their position on the labour market: employees, self-employed, long-term unemployed (more than 6 months in individuals aged up to 25, more than 12 months in individuals aged over 25), other unemployed, other
- b) Disadvantaged groups: aged up to 25, aged over 50, people with reduced capacity for work, low-qualified (basic education at the maximum)

- c) Socially marginalized individuals
- 2) Short-term courses – up to 40 lessons
Medium-term courses – from 40 to 300 lessons
Long-term courses – more than 300 lessons
- 3) Specific groups of organisations:
 - a) Large enterprises, SMEs, public administration bodies, other public institutions, non-governmental not-for-profit organisations, other
 - b) Educating and guidance institutions, public employment services provider institutions, social service provider institutions, institutions supporting provision of the above services, other

Table 4 : Quantified goals of Measure 2.1

Type	Number	Indicator	Target value (2006)
Inputs		Total budget	23 517 344 EUR
Outputs	1.05	Number of supported individuals – clients of services	5 250
	1.01	Number of supported individuals providing services or supporting provision of services	500
	1.04	Number of supported organisations	200
	1.11	Number of supported projects	185
Results	2.41	Share of successful individuals who completed courses – clients of services	45%
	2.43	Share of trained individuals providing services or supporting provision of services	76%
	2.07	Number of newly created programmes aimed at social integration of socially excluded people or those at risk of social exclusion	40
Effects	3.21	Sustainability of positive results of support of individuals	40%

Measure 2.2 - Reconcile the work and family life

Measure code **25**

Category name **Social integration and equal opportunities**

Description and rationale

Gender issues represent an important element affecting positioning of workers on the labour market. Differences in positioning of men and women in the work life have been to quite a degree based on their different roles in the family life. Women are primarily perceived as mothers and individuals caring for dependent family members, while men are assigned the role of the family breadwinners. In view of the fact that women represent the majority of the care providing persons and are therefore exposed to most of the related disadvantages on the labour market, this Measure has been addressing mostly women.

The intent of the Measure is to contribute to reduced differences between men and women on the labour market, specifically through reconciling the work and family life. Identification of suitable instruments is required for the purpose, able to motivate the employers to introduce changes that will beneficially impact the working circumstances of the people caring for their dependants. Concurrently to that, the offered range of supporting services needs to be expanded that will facilitate entry of the working process by such caring individuals. The Measure also undertakes an aim to contribute to the equality of women in research and development.

In addition to the direct assistance, systemic changes will be supported under the Measure that will help the organisations involved in the issues of equal opportunities for men and women and in reconciling of the work and family life to develop, while partnerships of such organisations will be promoted at the same time. The intent is to expand their absorption capacity to an extent enabling its utilisation also during further programming periods.

The position of men and women in the work and family life has been further impacted by stereotypes in perceptions of their roles that have been based on the long-term social development. The efforts to influence the ingrained roles frequently meet with a lack of understanding. Hence, an important role under the Measure will be assigned to publicity that should raise the general awareness of equal opportunities between men and women.

Global objective

Promote satisfaction of the equal opportunity principle for women and men *de facto* (in practice), at performing duties in their work and family life.

Specific aims

1. Influence the overall conditions, environment and organisation of work so as to equalise the opportunities available to the individuals caring for their dependants with those of other actors on the labour market;
2. Improve conditions for woman careers in research and development, based on an analysis of reasons, including closing of the gaps in the missing knowledge of the position of women in research and development;
3. Establish partnership networks of organisations dealing with the issues of equal opportunities and reconciliation of the work and family life;
4. Reduce the prejudice arising from the existent attitudes to women and increase the general awareness of the importance of women in the social and work life.

Types of activities

Test modifications at the workplaces and organisation of work that are accommodating towards individuals caring for dependent family members, evaluate them and share experience:

- introduce flexible forms of work organisation and test them in practice, monitor their impact on the employment rate of people disadvantaged on the labour market resultant to their caring for the family or a dependant – jobs with flexible working hours, part-time jobs, jobs pooled among several employees or jobs with an optional unpaid leave during the school holiday, and work from home;
- increase the awareness of the importance of equal opportunities on the labour market and motivation of employers to introduce flexible forms of work organisation and remove the causes of unequal positions of individuals caring for their dependants;
- implement guidance services in the area of making use of flexible forms of work organisation;
- integrate principles of equal opportunities and remove the prejudice relating to the maternity within training of management of companies and governmental institutions.

Equalise opportunities of women in research and development in all scientific fields, covering the corporate, governmental, university and not-for-profit sectors:

- introduce special swing grants and guidance programmes for parents re-entering their scientific career and seek the way of supporting careers of parents who work in science and research;
- support networking, exchange of experience and communication between women in science and research;
- analyse and evaluate existent policies and activities, prepare a national strategy of an improved position of women in science and research, design and test suitable and efficient measures to support women in science and research;
- prepare conceptual tools serving to monitor the position of women in science and research; consistently collect data on the situation of women in science and research across the fields of science and national economy sectors; consistently monitor events impacting the position of women in science and research and evaluate such observations;
- increase the general awareness of the importance of women in science and research, through suitable forms of information for the selected target groups, through promoting education and awareness raising, and through mainstreaming and professional work in the media area; and
- map the options of introducing mentor programmes and schemes.

The above activities should not duplicate the already running projects within the area, rather, they should, as part of a coherent conception and based on partnership co-operation, bridge any missing knowledge, methods, tools or policies.

Support reintegration of individuals returning from their parental leave or terminating their period of care for their dependant; increase adaptability of such individuals to the changes on the labour market, specifically in relation to development of use of information and communication technologies:

- supporting programmes serving to remove barriers of equal access to education, employment and to enable rapid re-integration into the working process of women after giving a birth and/or parents returning from their parental leave (this should include, *inter alia*, training programmes focused on the communication and management competences,

computer literacy, information services for training programmes serving to acquire working skills in professions untraditional for women and support to beginner women-entrepreneurs);

- make accessible the opportunities of further education, requalification and improved qualification of women and develop distance training forms;
- promote lifelong learning of women, specifically with an aim to retain their employment and adaptability to changes on the labour market;
- create new jobs in the social sector; and
- promote voluntary work and practical training of women students, aimed at their increased qualification, experience and self-confidence required to improve their chances for success on the labour market.

Improve co-operation of organisations addressing equal relationships between men and women; build partnerships:

- prepare a joint strategy for not-for-profit organisations dealing with the issues of women and with reconciling the work and family life; and
- support establishment of partnership and communication networks of the not-for-profit organisations with the above focus, exchange of experience, harmonisation of strategies and plans and interlinking of such networks with the other actors in the area.

Improve management of not-for-profit organisations addressing the above issues:

- reinforce the organising capacity and sustainability;
- provide support to the strategic planning area;
- support managerial skills of managers; and
- train workers.

Promote equal opportunities for women and men, including sharing of the good practice:

- increase the general awareness of the importance of equal opportunities for women and men and strategies of managing the family and career within the lives of parents – co-operation with the media, awareness raising activities focused on specific recipient groups, efficient tools of experience sharing (such as an information website for parents, publication of proven methods etc.); and
- prepare case studies (pilot projects) drawing on the experience of the already accomplished activities in Prague, with an option of their implementation in other regions throughout the Czech Republic.

Accompanying measures – make accessible assistant, attendant and other supporting services to individuals caring for dependent family members, to pre-school children, seniors and individuals in need of special care (accompanying measures may be financially covered only for the individuals that take part in an ESF projects, while the payment is linked to the specific individual participating in the programme, not to any facility).

Link to horizontal themes

Equal opportunities

The Measure is directly focused on equalising opportunities for men and women that represent an important part of the Equal Opportunities horizontal theme. During implementation of separate activities and selection of projects, also reflection of the equal opportunity principle of various disadvantaged social groups will be monitored.

Sustainable development

The family is a place where long-term influencing of sustainable development can be performed, both in terms of raising children and creating consumer behaviour patterns that may favourably impact purchases of services and use of products that are environmentally friendly. In selecting projects, such projects will be preferred that will promote a consumer behaviour respecting sustainable development. The women view of the environmental protection will bring new impetuses into research and development. Prioritised will be such a manner of involvement of women in development of research and development that will be in accordance with the sustainable development trend.

Information society

Use of information and communication technologies will be an integral part of most of the activities implemented under this Measure, while, at selection, such projects will be prioritised that will support use of information technologies by individuals who have but little or zero experience of them.

Support of local initiatives

Exploitation of local initiatives will be highly important in implementation of the Measure, since reconciling of work and family life will be favourably impacted by the proximity of the dwelling and work place, including support services.

Target groups

Individuals caring for a dependent family member; individuals returning to the labour market from their parental leave or from their care for a dependent family member; women (specifically the women belonging to the groups at risk of unemployment or long-term unemployment); men and women employees, employers, social partners, women working in research and development; NGOs, particularly NGOs addressing the equal opportunities issues; and the media.

Implementation arrangement

The part of the Measure, completing Specific Aim One (approx. 40% of funds):

The Intermediary Body responsibility for this part of Measure 2.2 is assigned to the Public Employment Services Administration of the MLSA.

The final beneficiary, appointed by the Managing Authority, shall be the Employment Office of the City of Prague. Projects of final recipients for this part will be selected based on an invitation to lodge applications (a grant scheme). Presenters of applications for implementation of projects for target groups, i.e. final recipients, will include, without limitation, the Social and Health Care Department of the Corporation of the City of Prague, NGOs, scientific and research workplaces and universities, social partners, employers and education institutions.

The part of the Measure, completing Specific Aims Two to Four (approx. 60% of funds):

This part of the Measure will be implemented from the Managing Authority level. A project of final beneficiaries for this part will be selected based on an invitation to lodge applications (a grant scheme). Presenters of applications for implementation of projects for target groups, i.e. final beneficiaries and at the same time final recipients, will include, without limitation, scientific and research workplaces and universities, social partners, employers, education institutions, NGOs, especially addressing the equal opportunities issues and the media.

Co-financing

For Measure 2.2, 3% out of the total SPD 3 budget has been reserved, i.e. € 3 527 602. The Measure budget structure is analysed by source as follows:

ESF	1 763 801 € (50%)
Czech Republic - national budget	1 763 801 € (50%)
- Capital of Prague budget	0 €

Table 5: Indicators of Measure 2.2

Indicator type	Number	Indicator	Source
Inputs		Total budget	SPD 3
		Amount of reimbursed funds	PU
Outputs	1.05	Number of supported individuals – clients of services • <i>out of which: specific groups</i> ¹⁾	FB
	1.18	Number of course participants – clients of services • <i>out of which: specific groups</i> ¹⁾ • <i>out of which: participants of short-. medium- and long-term courses</i> ²⁾	FB
	1.01	Number of supported individuals providing services or supporting provision of services	FB
	1.25	Share of participants of courses with an information technologies module	FB
	1.26	Share of participants of courses with an environmental module	FB
	1.11	Number of supported projects	FB
	1.04	Number of supported organisations • <i>out of which: specific groups</i> ³⁾	FB
	1.09	Number of supported jobs • <i>out of which: jobs taken up by women</i>	FB
	1.15	Number of services provided in facilities for dependent family members	FB
Results	2.36	Share of individuals – clients of services in whom the provided support has met the goal • <i>out of which: specific groups</i> ¹⁾	FB
	2.41	Share of successful individuals who completed courses – clients of services • <i>out of which: participants of short-. medium- and long-term courses</i> ²⁾	FB
	2.43	Share of trained individuals providing services or supporting provision of services	FB
	2.45	Share of women in research teams	FB
	2.12	Number of newly created/innovated products	FB
Effects	3.21	Sustainability of positive results of support of individuals	Evaluation study

1) Specific groups of individuals:

- a) Analysed by position on the labour market: employees, self-employed, long-term unemployed (more than 6 months in individuals aged up to 25, more than 12 months in individuals aged over 25), other unemployed, other
- b) Disadvantaged groups: aged up to 25, aged over 50, people with reduced capacity for work, low-qualified (basic education at the maximum)
- c) Socially marginalized individuals

- 2) Short-term courses – up to 40 lessons
Medium-term courses – from 40 to 300 lessons
Long-term courses – more than 300 lessons

3) Specific groups of organisations:

- a) Large enterprises, SMEs, public administration bodies, other public institutions, non-governmental not-for-profit organisations, other
- b) Educating and guidance institutions, public employment services provider institutions, social service provider institutions, institutions supporting provision of the above services, other

Table 6: Quantified goals of Measure 2.2

Type		Indicator	Target value (2006)
Inputs		Total budget	3 527 602 EUR
Outputs	1.05	Number of supported individuals – clients of services	1 800
	1.01	Number of supported individuals providing services or supporting provision of services	50
	1.18	Number of course participants – clients of services	1 600
	1.09	Number of supported jobs	220
Results	2.41	Share of successful individuals who completed courses – clients of services	65%
	2.43	Share of trained individuals providing services or supporting provision of services	80%
Effects	3.21	Sustainability of positive results of support of individuals	40%

Measure 2.3 – Strengthening the capacity of social services providers (Global Grant)

Measure code **22**

Category name **Social integration a equal opportunities**

Description and rationale

The Global Grant is aimed specifically at supporting the development of current and building of new capacities of the NGOs that are engaged in integration of socially excluded population groups or of the population at risk of social exclusion. Activities completed through the Global Grant structure include specifically support to the improved quality and stabilisation of the level and accessibility of services provided to separate target groups, which requires a focused field work and individual approach. This type of activities is very often provided by small organisations that are not in possession of adequate capacities for management and administration of projects implemented under standard and more complex procedures that apply to the so-called SPD 3 mainstream. This Measure is interlinked with Measure 2.1, with which it shares some of the objectives and target groups.

NGOs, as social service providers, often represent the cornerstones and intermediaries (serving as instructors, trainers and consultants) for new approaches and methods of work with clients and with employees of providers, and they are able to monitor if the clients' rights are observed. NGOs supported under the Measure may help to support the standards and quality of social services and training and may contribute their specific activities to resolving a broader span of issues on the labour market.

Global objective

Ensure equal access for members of groups at risk of social exclusion to education, training, employment and other self-realisation opportunities in the work life and life of the community.

Specific aims

1. Reinforce the capacity and quality of entities engaged in programmes of social integration of socially excluded individuals or those at risk of social exclusion;
2. Expand the offer and accessibility of social services in accordance with the needs of individuals at risk of social exclusion and in accordance with requirements of separate regions;
3. Educate in transformation of residential services and expand the capacity of field services, with a focus on reduction of social exclusion in relation to the labour market.

Types of activities

- Develop and implement training programmes aimed at improved quality and accessibility of social services;
- Develop and implement train-the-trainers and train-the-educators programmes for NGO members on application of contemporary methods of social work and social services;
- Develop and implement guidance services with an impact on social integration of groups at risk and on the labour market;
- Ensure vocational education and lifelong learning of workers of NGOs providing social services with an impact on the labour market;
- Ensure special services for the groups at risk of social exclusion;

- Educate in order to enhance capacities and development of human resources within the NGOs providing social services to the disadvantaged groups of population and to the groups of individuals at risk of social exclusion.

Link to horizontal themes

Equal opportunities

The principle of maintaining equal opportunities is a priority task in performing horizontal themes under the Global Grant. In view of that, it is most important to consider applications lodged by separate NGOs with account of the degree, to which their services, whether existent or proposed, are oriented on the target groups at risk of social exclusion and of the manner in which they treat the access by such disadvantaged people to the social integration services.

Sustainable development

Enhancement of capacities of non-governmental not-for-profit organisations and establishment of partnerships of the not-for-profit sector with the public administration institutions and with governmental and corporate entities in ensuring the activities leading to social integration of population groups at risk is in accordance with the efforts for achieving sustainable development.

Information society

The current society based on the knowledge-based economy makes use of information technologies and their utilisation should be therefore also included in the training programmes designed for the target groups under this Measure.

Support of local initiatives

A focus on local initiatives and on creation of local partnership relationships is rather important for successful implementation of the Global Grant and may favourably impact functioning of the social integration services within the medium- and long-term perspective, specifically in the period after termination of financing from the ESF funds.

Target groups

Primary

Non-governmental not-for-profit organisations providing services to the groups of socially excluded individuals or those at risk of possible social exclusion. Establishment of partnerships between NGOs and local public administration bodies is expected at implementation of the project. The primary target group is identical with potential presenters of applications under this Measure.

Secondary

Individuals disadvantaged at entry of the labour market:

- age (younger, and older people in pre-retirement age);
- condition of health (specifically physical and/or mental handicap);
- loss or absence of work habits (specifically the long-term unemployed, individuals returning after their term of imprisonment, individuals returning from institutional care, long-term sick); and
- social circumstances (specifically single parents, victims of crime and domestic violence, persons caring for their dependants on long-term basis, young people returning from

children's homes, commercially abused individuals, homeless individuals, people at risk of addiction, victims of mass disasters, migrants and ethnic minority members, including Romany communities).

The worst exposed are the groups of people with combinations of various disadvantages. In view of the fact that target groups include only individuals disadvantaged at the entry of the labour market, they cannot include children and retirement age individuals.

Implementation arrangement

The Intermediary Body responsibility has been assigned to the Civil Society Development Foundation (CSDF). The Foundation is at the same time the final beneficiary of the Measure and has been preparing a project in the simplified grant scheme format.

The CSDF was founded under the Phare programme, with the mission to support development of the not-for-profit sector and manage programmes in that area. The CSDF has got ten years of experience of the EU programmes management and of substantive and financial management of grants in the area of support and development of the not-for-profit sector. Currently, the CSDF has been undergoing, as one of the five implementing agencies in the Czech Republic, an audit of the readiness of implementing structures (EDIS). The CSDF, since the beginning of its existence, has been the administrator of the Phare programme EU Civil Society Development, from which it has been supporting the non-governmental not-for-profit organisations that provide assistance to the population groups at risk of exclusion and contribute to living together, respect of human rights and protection of minorities. The Foundation has been also continuously striving to improve the information and education in the not-for-profit sector area.

The Managing Authority will conclude a contract for awarding the Global Grant to the Intermediary Body based on approval of the complete operating guideline, containing, in addition to the terms-of-reference documentation for the grant applicants, also a detailed description of managing, monitoring, settlement and control of use of the allocated funds. The Global Grant will be implemented as a simplified grant scheme. Applications by final recipients from among not-for-profit organisations will be selected based on an invitation by the CSDF to lodge applications.

Grant applicants may include non-governmental not-for-profit organisations active in the area of social services provided to people at risk of social exclusion that will document their non-governmental and not-for-profit status. A recipient of assistance must be registered in the Czech Republic as one of the following:

- civic association, registered and developing its activities in accordance with the Act no. 83/1990 Coll., On Civic Associations, as amended;
- publicly beneficial organisation, established and registered in accordance the Act no. 48/1995 Coll., On Publicly Beneficial Organisations, as amended; or
- religious legal person, registered in accordance with the Act no. 3/2002 Coll., On the Freedom of Belief and on Status of Churches and Religious Corporations, and amending certain acts ("Act on Churches and Religious Corporations"), as amended.

An applicant is required to accomplish his or her project on the territory of the City of Prague .

Co-financing

For Measure 2.3, 1% out of the total SPD 3 budget has been reserved, i.e. € 1 175 866. The Measure budget structure is analysed by source as follows:

ESF	€ 587 933 (50%)
Czech Republic - national budget	€ 587 933 (50%)

- Capital of Prague budget

0 €

Table 7: Indicators of Measure 2.3 – Global Grant

Indicator type	Number	Indicator	Source
Inputs		Total budget	SPD 3
		Amount of reimbursed funds	PU
Outputs	1.01	Number of supported individuals providing services or supporting provision of services	FB
	1.17	Number of course participants providing services or supporting provision of services	FB
	1.25	Share of participants of courses with an information technologies module	FB
	1.26	Share of participants of courses with an environmental module	FB
	1.04	Number of supported organisations • out of which: specific groups ¹⁾	FB
	1.11	Number of supported projects	FB
Results	2.43	Share of trained individuals providing services or supporting provision of services	FB
	2.29	Number of established partnerships	FB
	2.12	Number of newly created/innovated products	FB

¹⁾ Specific groups of organisations:
non-governmental not-for-profit organisations

Table 8: Quantified goals for Global Grant

Type		Indicator	Target value (2006)
Inputs		Total budget	1 175 866 EUR
Outputs	1.01	Number of supported individuals providing services or supporting provision of services	300
	1.11	Number of supported projects	70
	1.04	Number of supported organisations	70
Results	2.43	Share of trained individuals providing services or supporting provision of services	75%

1.3 PRIORITY 3 – DEVELOPMENT OF LIFELONG LEARNING

Priority 3 is focused on meeting Specific Aim Three of SPD 3: “*Develop a quality lifelong learning system in order to prepare highly qualified, flexible and informed workforce, capable of consistently applying the sustainable development principle*”. The Priority will be implemented through two measures that will assist the development of initial and further vocational education.

Measure 3.1 - Develop initial education as a basis for lifelong learning, with regard of the needs of the labour market and knowledge-based economy

Measure code 23

Category name Development of general and vocational education that is not related to any specific sector (persons, companies)

Description and rationale

Activities will be implemented under the Measure responding to the specific situation and conditions of education in Prague. The proposed activities also correspond to the major documents - Long-Term Intent of Education and Development of Educational System in the Czech Republic, Long-Term Intent of Prague and Prague Strategy .

Measure 3.1 will lay an increased emphasis on **involvement of disadvantaged pupils and students in education in ordinary classes of schools**. Individuals with handicaps, socially disadvantaged and members of minorities find it difficult to be successful on the labour market. Mutual co-operation of the family, school and other partners (guidance workers, healthcare professional workers) should create conditions enabling disadvantaged pupils to study together with the other children and develop to the maximum possible extent all her or his personality features. Establishment of suitable conditions improves chances for such individuals in terms of their future positioning in work and life. As part of the activity, education and information documents will be prepared, and seminars and workshops organised. Furthermore, implementation will be supported of preparatory and levelling classes at schools, with additional involvement by assistant teachers, assistant instructors and use of individual programmes that will facilitate education of individuals with special needs in ordinary classes of schools, including personal assistants of pupils and students etc.

The Measure will also support Prague schools in **preparation and implementation of school training programmes oriented on development of the key skills** (communication skills, skills of working with information and electronic media, numeric data, teamwork skills and learning skills) and on introduction of such methods and forms of teaching that support internal differentiation and individualisation of education. As it is necessary to train pupils and students with account of the requirements of the labour market and their future success in life, projects will be supported with a primary focus on improved quality of the foreign language teaching, improved information literacy, and on civic, intercultural and environmental education. The aim of such projects should be to have flexibly prepared school-leavers who are at the same time responsible citizens, capable of adapting to changes, performing professional tasks and also able and willing to continue education, which is the very basic precondition of problem-free positioning on the labour market. Completion of objectives of this activity will be contributed to also by implementation of the State Information Policy in Education and State Programme of Environmental Education, Guidance and Promotion. As part of the activity, new or innovated approaches to and methods and tools of teachers' work will be created (including their adaptation for pupils with special education needs), as well as untraditional methods of schooling organisation. Also, methodological and teaching documents will be prepared and multimedia teaching programmes purchased (including training of teachers) acquired.

In view of the structure of the education offer of the Prague's secondary schools, specific support will be provided to **development of the range of offered branches with a broadly set professional profile, integrating both the general and vocational education**.

Since many school-leavers are still entering the labour market unprepared and, above all, lacking the required practical experience and skills, the Measure will strive to **improve the quality of practical training of the secondary apprenticeship centre ("SAC") students and student placements of the secondary vocational school ("SVS") and higher vocational**

school (“HVS”) students. An effort driving all of the projects should consist in the maximum utilisation and application of theoretical knowledge acquired in the course of schooling through practical activities and building of necessary work habits. Schools will be encouraged to co-operate with the corporate sector and to develop conditions enabling each pupil to gradually gain experience under the genuine working environment conditions.

Increased information and environmental literacy of the primary school (“PS”), secondary school (“SS”) and HVS pupils/students is the key precondition to improved quality of the environment and sustainable development. Relating to working on the increased environmental literacy, out-of-school activities of pupils should be supported that are related to the environmental education and their access to environmental information, which is performed prevalingly by the environmental education centres and various NGOs, mostly in co-operation with schools. In addition to that, quality of the system of education needs to be improved, and the range expanded of available environmentally focused requalification programmes for teachers and of programmes with environmental elements for pupils of all above-mentioned types of schools. Also, support is necessary of development of competencies, both of teachers and pupils, in relation to work with and research of environmental information. The development in this area includes also enhancement of competencies of pupils and teachers in civil rights and duties. The Measure will support schools in evaluating systematically their own work, against the background of the long-term education plan of the school, and in establishing and applying a system of utilisation of acquired information in management of education quality. The basis of evaluation of educational institutions should consist in **internal self-evaluation of schools themselves, combined with external evaluation**, with various forms of involvement by the Czech School Inspection, or, also other appraising institutions, social partners and partner schools. The aim will be to obtain information on functioning and development of the education system and to make the information available for use also to the general public as part of decision-making in selection of vocation. A functional system of internal and external evaluation of schools established in the described way will be capable to impact materially interlinking of educational institutions and the labour market in Prague.

The quality of the managerial and teaching staff of schools, as well as the staff of the school inspection and public administration in the education sector will be essential in ensuring the quality of the education system, since particularly the above workers predetermine by their activities the unique importance of lifelong learning for the labour market. For that reason, the Measure will strive for developing their further education, specifically with a focus on the area of the school training programmes, vocational and educational guidance, prevention of socially pathological phenomena and, last but not least, individual approach to pupils (both talented and disadvantaged ones). Further education programmes will also focus on gaining higher qualification by the teachers, including also management of schools. Special emphasis should be put also on information and communication support of the teachers’ work, in the first place by ensuring efficient access to information. Another activity for the target groups will be therefore aimed at **increasing innovation of teaching work at schools**, at promoting networking among schools, with optional involvement by additional organisations, such as NGOs and professional workplaces, and at co-operation based on communication platforms enabling establishment of contacts and diffusion of information between schools, good practice sharing and discussion over substantive themes and obtained experiences etc.

An integral part of the active employment policy is represented also by permanent support to development of tertiary education at universities in the manner ensuring that graduates from separate types of accredited study programmes (bachelor, master and PhD programmes) are employable on the labour market. It is necessary, for that reason, to pay constant attention to improvements of the study programmes quality development in terms of both their contents and form, so that the graduates be capable to satisfy the ever more challenging requirements placed on the degree-holder job seekers. This is also why it is necessary to improve the permeability of study, and not just among the Prague’s schools, through a modular setup of the study and through introduction of the credit system of appraising the study attainment. University study

programmes set in the above manner will enable the students to continue their study at any time, while they will also promote the inter-disciplinary approach.

In order to satisfy the requirement of employability of graduates from various university study types on the labour market, it is necessary **to reinforce co-operation of universities with companies and other organisations from practice** at the level of practical preparation of university students. It is desirable, within the Prague environment, to reinforce co-operation of universities with the Czech Academy of Science and other top research workplaces operating on the territory of the city, in order to improve conditions of preparing the qualification growth of future scientific workers.

Relating to the increasing need of lifelong learning and also a change in implementation of study programmes (bachelor, master and PhD ones) at the universities, it is desirable **to develop** also other **distance education forms**. Development of this form, however, requires indispensably establishment of a corresponding infrastructure, i.e. training of a sufficient number of teachers, lecturers and tutors, authors of study texts and other learning aids, as well as programme administrators. Ensured high quality of the distance learning infrastructure represents a starting point of the success in positioning future graduates from distance forms of education on the labour market.

Specific aims focused on tertiary education have been until currently addressed mainly using a non-investment basic subsidy awarded by the Ministry of Education, Youth and Sports ("MEYS") to the public universities (Universities Development Fund, Educational policy Fund I and II, Transformation and Development Programmes) operating on the territory of the Czech Republic. Upon commenced implementation of the programme, the above aims will be addressed under selected projects submitted by public universities domiciled on the territory of Prague.

The Measure is focused mainly on introducing systemic changes, while its impact on individuals will be intermediated. An exception will include the activities aimed at improved conditions of teaching pupils with special education needs.

Global objective

Improve the quality of the initial education system

Specific aims

1. Improve the quality of education at PS, SS and HVS, including improved conditions of educating pupils with special education needs;
2. Improve the quality and development of the initial and further education of teachers and other education sector workers;
3. Develop and diversify the study opportunities range at the universities;
4. Develop distance and combined forms of study;
5. Improve information and environmental literacy of the PS, SS and HVS pupils.

Types of activities

Create and implement programmes and activities to integrate disadvantaged pupils into schooling in ordinary classes and prevent their early dropping out of the education system, through supporting co-operation of the school and family and other partners (such as guidance workers, healthcare professional workers) and through development (or optionally extension) of preparatory classes for children from the culturally and socially disadvantaged environments, individual programmes for handicapped people including personal assistants, levelling classes

enabling children from special schools to continue education under a standard school programme.

Prepare and implement pilot educational programmes focused on development of key skills and introduce such methods, programmes and forms of teaching that promote internal differentiation and individualisation of education (with an emphasis on improved teaching of foreign languages; improved information literacy; and promote civil, intercultural and environmental education and awareness raising).

Create and implement training programmes for the young and adult, who have early dropped out from the education system.

Develop branches with a broader professional profile, integrating general and vocational educations.

Improve the quality of technical training for AC pupils and of student placement for pupils of secondary vocational schools and higher vocational schools.

Introduce external evaluation and self-evaluation of schools, including methodological help and exchange of experience between schools.

Further education of teachers, managing staff of schools, workers of school inspection and public administration in the education sector, mainly in preparation of educational programmes, career mastering and educational counselling and prevention of socially pathological phenomena, individual approach to pupils (both talented and disadvantaged), and also with a focus on achieving higher qualification.

Support co-operation of schools and other entities participating in education processes involving innovation of the teaching work and disseminate their experiences (information and publication activities in the area of educational innovation, organisation of training seminars for teachers, networking of schools).

Develop study programmes and co-operation of universities – adapt the offered range of study programmes to the labour market, including optimisation of student numbers; introduce a modular structure of the study and a credit system enabling interdisciplinary approach to studies and student mobility.

Support development and improved quality of bachelor study programmes enabling entry of the labour market by the graduates.

Develop and improve quality of the PhD study programmes for all forms of education, as a result of co-operation of universities and research workplaces in the region of Prague – the Czech Academy of Science, other top research workplaces of governmental departments, leading companies and other institutions and organisations.

Create and implement programmes aimed at improved quality of both vocational and teaching training of future teachers as part of teacher study programmes.

Develop human resources in the distance education infrastructure - special preparation of teachers, lecturers and tutors, authors of study texts and other learning aids, as well as programme administrators.

Develop co-operation of universities with the employer organisations, professional workplaces and other entities participating in education processes.

Support internationalisation of study – based on the Bologna Declaration, for all types of university studies, and support joint-degree programmes (joint programmes of schools in different countries sharing a single certification) and mobility of students and teachers; innovate the study through the services of so-called “visiting professors”; follow up the experience gained through the Leonardo da Vinci and Socrates EU programmes. The aim is to support this type of the education system and create training programmes.

Support the concept of so-called corporate chairs – this consists in a form of financial assistance to the universities and research centres by sponsoring specific workplaces, at which the form of co-operation is publicly displayed, i.e. an advertisement for the relevant firm. The approach may be combined with other types of support in various ways, including closer co-operation of researchers from both sectors. The concept requires further improvements and specifically dissemination in order to raise the awareness of schools and companies. The aim is to create a support system for implementation of the new concept.

Support development of the consultancy and expert capacity for management and implementation of international projects – create capacities at universities to prepare and manage projects with a comparatively independent financial operation and with project managers (in the EU, this is a normal way of organisational arrangement of universities, so-called consultation units).

Support environmental education at schools – implement environmental programmes of environmental education centres and other NGOs as part of out-of-school activities after the lessons; prepare environmental education programmes and awareness-raising programmes for pupils and students, as well as for further education programmes for teachers (project teaching, information and education documents and programmes, including internet applications etc.). Support the maximum utilisation of information and communication technologies.

Link to horizontal themes

Equal opportunities

Equal access for all under the Measure should be focused mainly on supporting creation of tools to involve all disadvantaged people in the quality initial education, which is important for removing barriers in their future lives, for further improvements of qualification and for getting a job subsequently. The core emphasis will be put on the active involvement of people with handicaps, ethnic minorities and pupils coming from a socially less encouraging environment. Further, an emphasis will be also put on teaching that promotes equal treatment of men and women.

Sustainable development

The principles of sustainable development, protection and active development of the environment should be integrated in teaching in the cross-section mode, wherever possible and suitable. The knowledge, skills and habits required to protect the environment and grasp the principles of sustainable development, if acquired in the early stages of one's life are more easily applied during the professional stage and, also, unwittingly accepted by the neighbourhood of such educated individual. Projects under the Measure will share in supporting the foundation of the lifelong learning from the sustainability perspective. This will be achieved through supporting cross-section capacities of the basic education, lower and higher secondary education, in order to mediate understanding of the environmentally considerate and thoughtful attitude, as well as other (social and economical) relations impacting sustainable development.

Information society

Information technologies and work with information are generally better accepted by young people than by more adult ones. The work with information technologies is currently perceived as part of the literacy and so it is entirely indispensable to pay the same extent of attention to it within the initial education as to the command of mathematics or mother tongue. Under the Measure, activities will be supported that make use of contemporary teaching forms, including e-learning. The same level of importance needs to be attached to systematic preparation of teachers for introduction and use of information technologies. The civil and intercultural literacy is also linked to sustainable development and its development will be supported wherever possible and suitable.

Support of local initiatives

At considering projects, such projects must be preferred that involve local initiatives as they help to build a wider background for future continuation of project activities. Local initiatives with detailed knowledge of the immediate surroundings are better capable of solving risk factors (such as the issue of spending past-time by pupils and students) and of engaging parents and other relevant partners in activities of schools.

Target groups

Primary, secondary, higher vocational schools and universities and other institutions co-operating with universities, research institutes dedicated to training of future scientific workers, social partners, non-governmental not-for-profit organisations, entities implementing environmental education programmes and pedagogical centres.

The juveniles with handicaps, socially disadvantages (individuals at risk of low qualification due to a failure to complete a defined educational attainment level as a result of drug abuse, homeless circumstances or detention in a penitentiary), ethnic minorities, asylum seekers and foreign citizens, pupils and students of primary, secondary, higher vocational schools and universities, schoolmasters and teachers of schools, specialist workers in the education sector, citizens with low qualification and candidates of continued study at SS, HVS a universities.

The implementation arrangement

The Intermediary Body role shall be discharged by the City of Prague, EU Funds Department of the Corporation of the City of Prague (EUF CCP).

The Measure will be partly solved by direct allocation funds to the final beneficiary appointed by the Managing Authority, specifically to the Education Department of the CCP. The Education Department of the CCP is, in terms of delegated powers, superior to the bodies of the boroughs of the City of Prague that, based on delegation of powers, discharge activities within the education industry; the Department is reporting to the Czech Ministry of Education, Youth and Sports. Any projects of the above final beneficiary (whether national, regional or systemic) will be implemented using own resources and through contractors (using a public contract).

The Measure will be partly solved by the grant scheme organised from the EUF CCP level. Projects of final recipients for this part will be selected based on an invitation to lodge applications (a grant scheme). Presenters of applications for implementation of projects for the target groups, i.e. final beneficiaries and at the same time final recipients, will include, without limitation: primary, secondary, higher vocational schools and universities, organisations incorporated by public administration bodies, boroughs and non-governmental not-for-profit organisations.

Co-financing

For Measure 3.1, 14.5% out of the total SPD 3 budget has been reserved, i.e. € 17 050 076. The Measure budget structure is analysed by source as follows:

ESF	€ 8 525 038 (50%)
Czech Republic - national budget	€ 6 735 083 (39.5%)
- Capital of Prague budget	€ 1 789 955 (10.5%)

Table 9: Indicators of Measure 3.1

Indicator type	Number	Indicator	Source
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Inputs		Total budget	SPD 3
		Amount of reimbursed funds	PU
Outputs	1.05	Number of supported individuals – clients of services • <i>out of which: specific groups¹⁾</i>	FB
	1.01	Number of supported individuals providing services or supporting provision of services	FB
	1.11	Number of supported projects	FB
	1.04	Number of supported organisations • <i>out of which: specific groups²⁾</i>	FB
	1.02	Number of supported training programmes	FB
Results	2.43	Share of trained individuals providing services or supporting provision of services	FB
	2.11	Number of newly established/innovated initial education programmes	FB
	2.08	Number of newly established courses with an information technologies module	FB
	2.14	Number of newly established courses with an environmental module	FB
	2.33	Number of educational institutions that have expanded their offered range	FB
	2.29	Number of established partnerships	FB
	2.12	Number of newly established/innovated products	FB
Effects	3.14	Number of students of newly established/innovated initial education programmes	Evaluation study

1) Specific groups of individuals:

- a) Analysed by position on the labour market: employees, self-employed, long-term unemployed (more than 6 months in individuals aged up to 25, more than 12 months in individuals aged over 25), other unemployed, other
- b) Disadvantaged groups: aged up to 25, aged over 50, people with reduced capacity for work, low-qualified (basic education at the maximum)

2) Specific groups of organisations:

- a) Large enterprises, SMEs, public administration bodies, other public institutions, non-governmental not-for-profit organisations, other
- b) Educating and guidance institutions, public employment services provider institutions, social service provider institutions, institutions supporting provision of the above services, other

Table 10: Quantified goals of Measure 3.1

Type	Number	Indicator	Target value (2006)
Inputs		Total budget	17 050 076 EUR
Outputs	1.05	Number of supported individuals	3 400
	1.04	Number of supported organisations	120
	1.11	Number of supported projects	100
Results	2.11	Number of newly established/innovated initial education programmes	55
	2.33	Number of educational institutions that have expanded their offered range	30
	2.08	Number of newly established/innovated programmes/courses with an IT element	50

Measure 3.2 – Develop further education and training

Measure code 23

Category name **Development of general and vocational education that is unrelated to any specific sector (individuals, firms)**

Description and rationale

Further education currently fails to systemically contribute to development of qualification and flexibility of human resources. The further education sector is lacking a clear conception, as well as the necessary legislative, institutional and financial mechanisms and conditions to guide and encourage its development.

The Measure is focused on developing the offered range of further education in a systemic way and on introducing key systemic mechanisms into the area.

In Prague, tools and methodologies should be applied for the purposes of development of the further vocational education system that would provide qualification to the adult in relation to the local labour market needs. It is necessary to motivate social partners and other entities to get involved in creation of the content and methods of further education and requirements of its certification, and, to found a system of formalised co-operation among all actors of further education in the City of Prague.

The offered range of further vocational education should be expanded by building a network of education and training centres for further vocational education of unqualified individuals, those with low qualification or with qualification unsuitable for the labour market. Furthermore, use should be made of concentrated capacities of research workplaces, universities and secondary vocational schools in the Capital in order to build education centres providing further education programmes in the new technologies area, including information and communication technologies, and to expand the offered range of further education for a growing group of, in particular, young unemployed people or those at risk of unemployment, with university or secondary education. Development of methodologies should be supported, in particular for education of individuals with low qualification or the unqualified ones and for preparation of lecturers, methodologists and managers of education and training centres.

The quality and more general accessibility of further education must be supported by development of support services of further education, specifically information and guidance services, that would facilitate orientation in the offered range, namely for those who need the education the most, i.e. for people with low qualification or otherwise disadvantaged on the labour market. Efficient development of the further education system of the City of Prague, the institutional framework should be built and professional capacities developed for forecasting the labour market needs, assessing the qualification potential of the region or for analysing educational needs. It is important to make use of the mighty potential of education, research and development and to lay foundations of the system of innovation activities support in the further education area. Indispensably, a network should be established for innovation and research in further education, to develop and test a model of co-operation of selected institutions and experts to work on development of innovation and research activities in further education, support an efficient system of dissemination of innovation and research outputs and international co-operation in further education.

The offered range of training programmes will be shaped by prospective needs of companies and the labour market. The Measure will efficiently and systemically support development of new further education programmes, dissemination of progressive forms and techniques of education and ongoing improvements in qualification of people who provide further education – teachers, lecturers, trainers, managerial and administrative workers in the adult population

education. The process of increasing qualification of educators (trainers, lecturers) should be focused on developing adaptability to changes on the labour market brought upon by development of the information society.

Global objective

Ensure a system of quality, recognised and useful further education

Specific aims

1. Finalize building of an infrastructure² of further education and training development in accordance with the specific needs of the labour market of the City of Prague;
2. Improve access to information on further education opportunities, facilitate orientation in the offered range of further education in Prague through a functional guidance and information system;
3. Establish a system of formalised co-operation between the supply and demand sides in the training activities area, with an aim of improving the quality and targeting of further education;
4. Establish a system of support of innovation activities and development of research in the further education area;
5. Develop the offered range of further education (new programmes with an element aimed at environmental education and information technologies, distance education forms, e-learning, improved anticipation of employer needs); and
6. Improve professional and teaching competencies of lecturers, consultants, teachers, methodological and managerial workers engaged in further education.

Types of activities

Finalise building of an infrastructure of further education and training development – develop training centres for further vocational education of unqualified individuals, those with low qualification or with qualification hardly suitable for the labour market; develop methodologies for education of individuals with low qualification or the unqualified ones; develop excellence centres at selected education facilities, research workplaces and companies that provide further education programmes in the new technologies area, including ICT; investments in technical and technological equipment for teaching; development of a complete methodology of education and guidance of adults; development of information services fit to be used in further education in special areas (sustainable development, information and communication technologies).

Develop support services for the further vocational education system (information, analytical, guidance and diagnostic services) – create the system of information overviews of the further education supply and demand; ensure updates of the system; disseminate and apply methodologies of forecasting the labour market needs and assessing the region's qualification potential; support guidance activities focused on an individual that make use of diagnostic techniques; and provide information on education opportunities and prospects of professional development in relation to the local labour market needs.

Establish a system of formalised co-operation between providers of further education and organisations or people who are seeking further education opportunities – create and verify a model of non-financial incentives for further vocational education development; implement

² Infrastructure is deemed to include arrays providing for financial and systemic functions.

education and development programmes for social partners and other actors within the further vocational education system under construction in Prague.

Establish a system of innovation activities support – create and develop a network for innovation and research in the further education area; analyse and evaluate the innovation potential of educators and other relevant organisations; prepare a model of cooperation of selected institutions, associations and professionals in development of innovation and research activities in the further education area; support of internships and development programmes aimed at research, development and innovation of further education for shortlisted institutions and professionals; found an efficient information system for disseminating information activities and research products; develop and test a model of financial and non-financial incentives for developing innovations and research of further education.

Expand the offered range of further education in accordance with the labour market needs – develop new further education programmes and perform their pilot testing; support co-operation of companies and educational institutions in preparation, implementation and evaluation of training programmes; support modular arrangement of training programmes, while ensuring close co-operation of the corporate sector and linkage to the recognised qualifications system; develop and support second-chance qualification programmes for unqualified individuals, those with low qualification or with qualification hardly suitable for the labour market, and people in some other way disadvantaged on the labour market (such as individuals caring for their dependants, women returning on the labour market from their parental leaves and women in general); develop further education programmes, aimed at development of knowledge and skills in information and communication technologies; develop distance and combined forms of education, develop e-learning further education programmes, develop further education programmes aimed at development of knowledge and skills through volunteer work.

Educate and professionally develop lecturers, consultants, examiners, teachers, methodologists and managers engaged in the further education area - develop and implement training programmes for the above target groups; share good practice examples and transfer know-how; support associations of education and guidance institutions in introducing systems of further professional development of lecturers, consultants and teachers, including certifications of their qualification; train lecturers, consultants, teachers and managers in relation to the activities of the currently creating further education system.

Link to horizontal themes

Equal opportunities

The lifelong learning process has been closely related to the equal opportunities issue. While it is necessary that the process be opened and accessible equally to all groups of population, members of all groups have an opportunity at the same time to develop further their knowledge, skills and interests, and to improve their access to the labour market that way.

Sustainable development

Projects und the Measure will share in lifelong learning by building the further vocational education capacities. This type of education is an important means of raising awareness of individuals of the sustainable development issues and of disseminating new information from these areas. The projects will be required to account for the sustainability issues where relevant. The environmental protection must become a part of vocational training programmes, specifically in relation of the respective branch/industry to the environment, possible adverse impacts (produced pollution, noise or refuse) and options of active protection of the environment (waste liquidation, prevention of waste generation, utilisation of non-burdening technologies). Attention will be also paid to educating on internal procedures in management of organisations that reduce impacts of their activities on the environment and improve their socially responsible behaviour.

Information society

Information literacy achievement is not a one-off act but has a continuous nature. Therefore, issues related to use of information and communication technologies is also part of the further education system. The competency of utilising the Internet as an available information medium at the same time motivates to further self-education and, for many people, may by the means of further education throughout their complete professional life.

Support of local initiatives

Engagement of local initiatives in implementation of the Measure may considerably contribute to building of further education capacities at separate locations, while it will also enable the citizens of such locations to gear themselves actively in the lifelong learning process. Participation in implementation of the above Measure may be important also for further development and utilisation of these initiatives, e.g. through encouraging their participation in defining the contents of further education within the respective location.

Target groups

Lecturers, consultants, workers in the guidance area, teachers, methodological and management staff of Prague adult education institutions, including also non-governmental not-for-profit organisations, participants of PhD study programmes, workers of public administration of the City of Prague, experts from research workplaces, workers of public employment services of the City of Prague, personnel specialists, entrepreneurs and employers in Prague, experts of Prague employer and trade union organisations, education and guidance institutions, entities discharging the national programme of environmental education and awareness raising, professional associations and chambers.

The implementation arrangement

The Intermediary Body role for Measure 3.2 shall be discharged by the City of Prague, the EU Funds Department of the Corporation of the City of Prague (EUF CCP).

The Measure will be partly solved by direct allocation of funds to the final beneficiary appointed by the Managing Authority - to the Education Department of the CCP. The Education Department of the CCP is, in terms of delegated powers, superior to the bodies of the boroughs of the City of Prague that, based on delegated powers, discharge activities within the education sector; the Department is reporting to the Czech Ministry of Education, Youth and Sports. Any projects of the above final beneficiary (whether regional or systemic) will be implemented using own resources and through contractors (using a public contract).

The Measure will be partly solved by the grant scheme organised from the EUF CCP level. Project of final beneficiaries for this part will be selected based on an invitation to lodge applications (a grant scheme). Presenters of applications for implementation of projects for the target groups, i.e. final beneficiaries and at the same time final recipients, will include, without limitation: further education institutions, including non-governmental not-for-profit organisations operating in the area; boroughs and organisations incorporated by them; secondary and higher vocational schools and universities; organisations incorporated by public administration bodies; employer and trade unions; professional associations; guidance institutions and research workplaces.

Co-financing

For Measure 3.2, 14.5% out of the total SPD 3 budget has been reserved, i.e. € 17 050 076. The Measure budget structure is analysed by source as follows:

ESF	€ 8 525 038 (50%)
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Czech Republic - national budget € 6 735 083 (39.5%)
 - Capital of Prague budget € 1 789 955 (10.5%)

Table 11: Indicators of Measure 3.2

Indicator type	Number	Indicator	Source
Inputs		Total budget	SPD 3
		Amount of reimbursed funds	PU
Outputs	1.05	Number of supported individuals – clients of services • <i>out of which: specific groups</i> ¹⁾	FB
	1.01	Number of supported individuals providing services or supporting provision of services	FB
	1.04	Number of supported organisations • <i>out of which: specific groups</i> ²⁾	FB
	1.11	Number of supported projects	FB
	1.02	Number of supported training programmes	FB
Results	2.36	Share of individuals - clients of services in whom the provided support has met the goal • <i>out of which: specific groups</i> ¹⁾	FB
	2.43	Share of trained individuals providing services or supporting provision of services	FB
	2.10	Number of newly created/innovated further education programmes	FB
	2.08	Number of newly created courses with an IT element	FB
	2.14	Number of newly created courses with an environmental element	FB
	2.33	Number of educational institutions that have expanded their offer	FB
	2.31	Number of established regional centres of further education	FB
	2.29	Number of established partnerships	FB
	2.12	Number of newly created/innovated products	FB
Effects	3.13	Number of students of newly created/innovated further education programmes	Evaluation study

1) Specific groups of individuals:

- a) By position on the labour market: employees, self-employed, long-term unemployed (more than 6 months in individuals aged up to 25, more than 12 months in individuals aged over 25), other unemployed, other
- b) Disadvantaged groups: aged up to 25, aged over 50, people with reduced capacity for work, low-qualified (basic education at the maximum)

2) Specific groups of organisations:

- a) Large enterprises, SMEs, public administration bodies, other public institutions, non-governmental not-for-profit organisations, other
- b) Educating and guidance institutions, public employment services provider institutions, social service provider institutions, institutions supporting provision of the above services, other

Table 12: Quantified goals of Measure 3.2

Type	Number	Indicator	Target value (2006)
Inputs		Total budget	17 050 076 EUR
Outputs	1.05	Number of supported individuals	450
	1.04	Number of supported organisations	50
Results	2.33	Number of educational institutions that have expanded their offered range	30
	2.08	Number of newly created/innovated programmes/courses with an IT element	100

1.4 PRIORITY 4 – ADAPTABILITY AND ENTREPRENEURSHIP

Priority 4 is focused on meeting Specific Aim Four of SPD 3: “*Make Prague organisations more adaptable through improved qualification of workers and through development and utilisation of Prague’s innovation potential*” and will be implemented through three measures that will help the competitiveness of Prague’s economy through development of human resources in the business sphere.

Measure 4.1 - Improve adaptability of employers and employees to the changing economic and technological environment and thus enhance their competitiveness

Measure code

24

Category name

Flexibility of the workforce, entrepreneurial activities, innovation, information and communication technologies (persons, firms)

Description and rationale

The Measure is aimed at supporting the competitiveness of business entities in Prague through development of employees and employers.

Support of employers is focused on development of management structures in organisations, including personnel management systems, support in development and assertion of progressive business approaches. Special attention will be paid to SMEs and specifically to newly establishing firms. For the sake of good information of employers, necessary for qualified decisions, support is necessary of trade union organisations, professional associations and economic chambers at improving the quality of the service they provide to the business sphere. Further, it is important to support development of various forms of co-operation between organisations, networking etc., in particular for small enterprises. The same level of importance needs to be attached to development of co-operation between small and large organisations, both in development of management and human resources.

Adaptability of employees should be improved with reference to development of new technologies, production process changes and transforming forms of work organisation. Support of employees should be also accomplished through development of trade union organisations.

Long-term success of Czech organisations necessarily requires improved ethics of entrepreneurship and development of the corporate culture.

Global objective

Ensure efficient management of organisations and qualified and flexible workforce that would guarantee a high and stable rate of employment in Prague and competitiveness of Prague's economy

Specific aims

1. Master technological knowledge and skills required to manage professional, structural and technological changes on the part of employers and employees, including professional guarantees by professional associations;
2. Introduce standard and transparent methods of management of organisations, including management of human resources in organisations;
3. Use new forms of employment;
4. Improve the level of information of employees and employers by building specialised information and guidance centres and their developing partnerships;
5. Provide for certification of the personnel and businesses in accordance with the standards acceptable at the European level; a focus on quality;
6. Develop training programmes in relation to the EU accession, specifically for small enterprises; and
7. Implement co-operation programmes of small and large enterprises in the region.

Types of activities

Support entrepreneurs, specifically from small and medium enterprises (in particular young people and women) – raise awareness of the economic and business environment and encourage entrepreneurial perceptivity (including social and environmental responsibility), increase interest in self-employment and in selected professions.

Formation and development of small and medium enterprises – support activities of entrepreneur incubators; guidance in formation of enterprises, financial analyses, marketing etc.; guidance in management (including management of human resources and crisis management); guidance in firm networking; assessments of professional competencies etc.

Support education – training aimed at acquisition of the core business skills; training in business for entrepreneurs and managers, specifically of small and medium enterprises (new methods of management; trade negotiations, sustainable development, use of information technologies, establishment of partnerships etc.); professional education for employers and employees, in particular of small and medium enterprises, focused on complementing, extending and improving qualification, including training activities in information and communication technologies and in application of contemporary forms and methods of education of employees and employers (professional development, gaining of qualification etc.); introduction of conceptual contemporary methods of management of organisations, including management of human resources, modernisation and development of training methods and creation of their overview (maximise utilisation of existent resources; provide information to entrepreneurs on training procedures; disseminate knowledge, methods and experiences; train future trainers; support participation by selected workers in national and international training programmes; provide education in safety and health protection at work).

Support development of trade union organisations, professional associations and chambers of commerce – specifically through education in relation to the accession of the EU and training in methods of management of these types of organisations, their roles in supporting their members at improving the adaptability, competitiveness, and with regard of their increased social and environmental responsibility.

Link to horizontal themes

Equal opportunities

The theme of equal opportunities will be respected at selecting participants of training programmes. Activities satisfying the objectives of the Measure include those leading to improved access by employees of companies and organisations to education. The measure may, on the employer part, reinforce their motivation to implement further education programmes for their employees, together with respecting the equal treatment principle. Broader use of new forms of work organisation will be supported, offering the possibility of improved access to the labour market by women.

Sustainable development

One of the roads to achieving improved competitiveness consists in use of new technologies that are to a larger degree based on economies of consumables and raw materials, new technologies reducing pollution of air and water, as well as waste management, all of which puts demands on utilisation of the qualified workforce. The adaptability and preparedness of employers and employees to adapt to changing conditions is a precondition to the functioning economy and social development and, by that, it contributes to sustainable development. Projects will be required to include the sustainable development perspective among their activities and integrate it together with the environmental preventive approaches at all project

stages. In addition, projects will be supported that support dissemination of knowledge of modern management of organisations with regard of the quality, environment, safety and health protection at work and social responsibility of organisations.

Information society

Another method of improving the competitiveness consists in use of contemporary information and communication technologies. Activities under the Measure will respect and promote the above progressive trends, by which they will contribute to further development of the information society.

Support of local initiatives

Support provided to small enterprises and self-employment will lead to better utilisation of the local initiative potential. Co-participation by local initiatives in the framework of establishing partnerships may affect the efficiency and target of some of the projects, namely with regard of their specific focus on local needs and interest and encouragement of interest or motivation of citizen groups, potentially at risk of loss of job resultant to lagging-behind in terms of professional qualification.

Target groups

Employers (in particular small and medium entrepreneurs), employees, self-employed people, professional and entrepreneur association, trade union organisations, members of the above organisations

Implementation arrangement

The part of the Measure 4.1, completing Specific Aims 1, 2, 3 and 5 (approx. 60% of funds):

The Intermediary Body responsibility for this part of Measure 4.1 is assigned to the Public Employment Services Administration of the MLSA.

The final beneficiary, appointed by the Managing Authority, shall be the Employment Office of the City of Prague. Projects of final recipients for this part will be selected based on an invitation to lodge applications (a grant scheme). Presenters of applications for implementation of projects for target groups, i.e. final recipients, will include, without limitation, professional and entrepreneur association, trade union associations, economic chambers, entrepreneur unions and other NGOs, education institutions (both public and private), separate entrepreneurs, as well as public administration bodies and organisations incorporated by them.

The part of the Measure, completing Specific Aims 4, 6 and 7 (approx. 40% of funds):

This part of the Measure will be implemented from the Managing Authority level. A project of final beneficiaries for this part will be selected based on an invitation to lodge applications (a grant scheme).

Presenters of applications for implementation of projects for target groups, i.e. final beneficiaries and at the same time final recipients, will include, without limitation, professional and entrepreneur associations, trade union associations, economic chambers, entrepreneur unions and other NGOs, education institutions (both public and private), separate entrepreneurs, as well as public administration bodies and organisations incorporated by them.

Co-financing

For Measure 4.1, 10.4% out of the total SPD 3 budget has been reserved, i.e. € 12 229 022. The Measure budget structure is analysed by source as follows:

ESF	€ 6 114 511 (50%)
Czech Republic - national budget	€ 6 114 511 (50%)
- Capital of Prague budget	€ 0

Table 13: Indicators of Measure 4.1

Indicator type	Number	Indicator	Source
Inputs		Total budget	SPD 3
		Amount of reimbursed funds	PU
Outputs	1.05	Number of supported individuals – clients of services • <i>out of which: specific groups</i> ¹⁾	FB
	1.18	Number of course participants – clients of services • <i>out of which: specific groups</i> ¹⁾ • <i>out of which: participants of short-, medium- and long-term courses</i> ²⁾	FB
	1.25	Share of participants of courses with an information technologies module	FB
	1.26	Share of participants of courses with an environmental module	FB
	1.04	Number of supported organisations • <i>out of which: specific groups</i> ³⁾	FB
	1.11	Number of supported projects	FB
	1.02	Number of supported training programmes	FB
	1.14	Number of supported systems of human resources management	FB
Results	2.41	Share of successful individuals who completed courses – clients of services • <i>out of which: participants of short-, medium- and long-term courses</i> ²⁾	FB
	2.36	Share of individuals clients of services in whom the provided support has met the goal • <i>out of which: specific groups</i> ¹⁾	FB
	2.09	Number of newly created/innovated training programmes	FB
	2.04	Number of organisations that have introduced newly created/innovated programmes of human resources management	FB
	2.03	Number of organisations whose employees have been trained	FB
	2.29	Number of established partnerships	FB
	2.12	Number of newly created/innovated products	FB
Effects	3.21	Sustainability of positive results of support of individuals	Evaluation study

1) Specific groups of individuals:

- a) By position on the labour market: employees, self-employed, long-term unemployed (more than 6 months in individuals aged up to 25, more than 12 months in individuals aged over 25), other unemployed, other
- b) Disadvantaged groups: aged up to 25, aged over 50, people with reduced capacity for work, low-qualified (basic education at the maximum)

- 2) Short-term courses – up to 40 lessons
Medium-term courses – from 40 to 300 lessons
Long-term courses – more than 300 lessons

3) Specific groups of organisations:

- a) large enterprises, SMEs, public administration bodies, other public institutions, non-governmental not-for-profit organisations, other
- b) educating and guidance institutions, public employment services provider institutions, social service provider institutions, institutions supporting provision of the above services, other

Table 14: Quantified goals of Measure 4.1

Type	Number	Indicator	Target value (2006)
Inputs		Total budget	12 229 022 EUR
Outputs	1.05	Number of supported individuals – clients of services	5 070
	1.04	Number of supported organisations	330
Results	2.12	Number of newly created/innovated products	220
	2.03	Number of organisations whose employees have been trained	150
Effects	3.21	Sustainability of positive results of support of individuals	50%

Measure 4.2 - Co-operation of research and development institutions with business sphere, support innovation

Measure code **24**

Category name **Flexibility of the workforce, entrepreneurial activities, innovation, information and communication technologies (persons, firms)**

Description and rationale

Prague is the economic, as well as educational and research centre of the Czech Republic. This provides the city with the basic potential that may be suitably exploited for rapid economic development of Prague and its becoming a leading player in increasing competitiveness of the Czech national economy in relation to application of the science and research results in practice. Relationships between industry and research organisations must become a pillar of development of the so-called “new economy”. Obviously, research and commercial targets are not only compatible in this case, but may even mutually complement and enhance each other. Publicly subsidised research organisations, specifically Prague universities and the Czech Academy of Science, must play the key role in this process.

The research area has undergone a significant change in the recent years. Many of the institutes have been privatised. Also, their number has decreased and also their employee numbers have dropped considerably. It may be said, however, that the remaining national research institutes and newly formed private research institutes still represent a major scientific potential of the Capital.

Further, a solid economic basis exists in the Capital, consisting of small and medium enterprises, while also professional associations operate in the city, the most important out of them being the Economic Chamber of the City of Prague. Due to the historical development, however, no system has been built so far of efficient transfer of the science and research results into practice, an environment is missing to motivate co-operation of scientific workplaces and no mechanisms have been created to support the human resource development in this area. This situation calls for a remedy and the required goal is that co-operation of the scientific workplaces and business sphere be perceived as the key condition of future economic and social development. In this sense, namely the considerable scientific and education potential of Prague universities should be exploited, as the thousands of students and PhD students who are involved in research projects, may in future become a significant human resource at introduction of new technologies into practice and at formation and development of technologically oriented firms. Emphasis will be put not only on establishment of equal opportunities for all groups of interests, and also on the sustainable development principle, which is quite important from the perspective of new technology introduction.

Global objective

The Global objective under this Measure is to improve quality of co-operation of the science and research workplaces and business sphere.

Specific aims

1. Provide employers and employees with the knowledge that will enable them to deal with the problems at introduction of new technologies and, in that way, contribute to their competitiveness;
2. Build the basis of an education system of specifically students, PhD students and young scientific workers to whom it will provide the necessary know-how for formation of new, technologically oriented firms;

3. Create a basis of an education system for managers in the areas of science and research, industrial companies and professional organisations, to provide them with professional knowledge for management of the innovation process;
4. Create and further develop an information system for accelerated introduction of results of research and development into practice;
5. Develop joint innovation programmes of universities, research workplaces and business sphere, including mechanisms of transfer of technologies, know-how and experts; and
6. Create a basis of a functional system in Prague of training and guidance centres and entrepreneur incubators that will contribute to meeting the above aims.

Types of activities

Increase involvement of employers in increasing their own qualification and qualification of their employees, which is necessary for introduction of new technologies; in co-operation particularly with universities and scientific workplaces of the Czech Academy of Science support education activities at all corporate levels, including the state administration and self-government who are responsible for introduction of innovations, new technological procedures and methods of managements. Support systems of training for workers from the new technology sector (including information technologies), in the area of application in practice of the research and development results, including the intellectual property protection and market potential measurement. Support participation of selected workers in national and international training programmes (including participation of managers in training programmes for acquisition of knowledge of management of projects and the innovation process). The priority is to focus on small and medium enterprises. Make use of forms of internships, study incentives and study benefits.

Motivate universities and scientific workplaces to create a comprehensive system of support by formation of spin-off firms; in co-operation with the university and scientific institutions and the business sphere, create a comprehensive system to support formation of technologically focused firms by students and young scientific workers.

Introduce results of science and research in practice – set up a functional information system of supply and demand in contemporary technologies; support creation of new jobs, in particular in small and medium firms, and, by that, increase the capabilities of accelerated introduction of new technologies.

Activities serving to promote new technologies, specifically in relation to small and medium enterprises in the region.

Internships and professional training of personnel to support improved pro-innovation behaviour of all entities involved in the innovation process; improve their co-operation, specifically through partnerships.

Support existent and new consultancy firms that support development of human resources in the area of practical application of results of research and development, including the intellectual property protection.

Support formation and development of technologically focused firms - counselling in evaluation of projects, creation of business and financial plans, guidance in establishment of networks of small enterprises and medium enterprises, guidance in protection of intellectual property and activities of entrepreneur incubators.

Formation of new technological spin-off firms³ - creation of comprehensive programmes at the scientific and research workplaces to introduce education in entrepreneurship, including formation of spin-off firms, in particular by students, PhD students and young scientific workers.

Establishment of partnerships of research and development workplaces and business entities – organisation of joint conferences, seminars and workshops, support of short- and medium-term research fellowships, research partnerships etc.

Link to horizontal themes

Equal opportunities

The Measure, in the area of involvement of women in the innovation process, science and research, is complemented by Measure 2.2, which is addressing equal opportunities of men and women. The theme of equal opportunities shall be respected at selection of participants of training programmes, internships and professional training of the personnel and in support of formation and development of technologically focused firms. In projects, use will be allowed of accompanying measures that will facilitate involvement by those who care for dependants. In relation to employers, motivation will be reinforced to respect the equal treatment principle.

Sustainable development

Support of innovations and introduction of new technologies, on which the Measure is focused, will, *inter alia*, pursue economies of consumables and use of environmentally friendly manufacturing procedures. Projects will be required to include aspects of sustainable development and integrate them, together with environmentally preventive approaches, into their separate activities. Education projects and project supporting formation of new technologically focused firms and introduction of new technologies will, *inter alia*, use contemporary methods of management of organisations with account of quality, environment, safety and health protection at work and social responsibility of organisations.

Information society

Contemporary technologies are based on use of information and communication technologies and must therefore be included in training programmes designed for target groups; in projects of guidance and other support of formation of technologically focused firms; and in projects of introduction of new technologies. Creation and further development of information systems for accelerated introduction of application in practice of the research and development results will also contribute to development of the information society.

Support of local initiatives

The scientific and research potential to be activated by this Measure will be utilised in the place of its origin, i.e. in the region of Prague. Support of small enterprises and self-employment will lead to better use of the local potential. Co-participation by local initiatives as part of establishing partnerships may favourably affect the efficiency and target of some of the projects, namely in terms of their specific focus on local needs.

Target groups

Students, PhD students and young scientific workers, managers, employees, interests planning formation of a new technologically focused firm, NGOs.

³ Spin off firms: Formation of technological (spin-off) firms by young professionals is considered a highly efficient transfer of research results into practice. For that reason, programmes should be created of educating in entrepreneurial operation and counselling systems facilitating establishment of a firm and its subsequent placement in an entrepreneur incubator with an offer of professional services, including a constant link to a scientific workplace.

Implementation arrangement

Measure 4.2 will be implemented from the Managing Authority level. Projects of final beneficiaries will be selected based on an invitation to lodge applications (a grant scheme).

Presenters of applications for implementation of projects for target groups, i.e. final beneficiaries and at the same time final recipients, will include, without limitation, universities, scientific workplaces, training institutions, professional associations, NGOs, employers, small and medium enterprises, public administration bodies and organisations incorporated by them.

Co-financing

For Measure 4.2, 10.4% out of the total SPD 3 budget has been reserved, i.e. € 12 229 022. The Measure budget structure is analysed by source as follows:

ESF	€ 6 114 511 (50%)
Czech Republic - national budget	€ 6 114 511 (50%)
- Capital of Prague budget	€ 0

Table 15: Indicators of Measure 4.2

Indicator type	Number	Indicator	Source
Inputs		Total budget	SPD 3
		Amount of reimbursed funds	PU
Outputs	1.05	Number of supported individuals – clients of services • <i>out of which: specific groups</i> ¹⁾	FB
	1.18	Number of course participants - clients of services • <i>out of which: participants of short-, medium- and long-term courses</i> ²⁾	FB
	1.01	Number of supported individuals providing services or supporting provision of services	FB
	1.25	Share of participants of supported courses with an information technologies module	FB
	1.26	Share of participants of supported courses with an environmental module	FB
	1.04	Number of supported organisations • <i>out of which: specific groups</i> ³⁾	FB
	1.11	Number of supported projects	FB
	1.02	Number of supported training programmes	FB
Results	2.36	Share of individuals - clients of services in whom the provided support has met the goal • <i>out of which: specific groups</i> ¹⁾	FB
	2.27	Share of successful individuals who completed courses – clients of services • <i>out of which: participants of short-, medium- and long-term courses</i> ²⁾	FB
	2.43	Share of trained individuals providing services or supporting provision of services	FB
	2.13	Number of newly established innovation entities	FB
	2.29	Number of established partnerships	FB
	2.15	Number of newly created/innovated training programmes	FB
	2.12	Number of newly created/innovated products	FB
Effects	3.21	Sustainability of positive results of support of	Evaluation

		individuals	study
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1) Specific groups of individuals:

- a) By position on the labour market: employees, self-employed, long-term unemployed (more than 6 months in individuals aged up to 25, more than 12 months in individuals aged over 25), other unemployed, other
- b) Disadvantaged groups: aged up to 25, aged over 50, people with reduced capacity for work, low-qualified (basic education at the maximum)

- 2)** Short-term courses – up to 40 lessons
Medium-term courses – from 40 to 300 lessons
Long-term courses – more than 300 lessons

3) Specific groups of organisations:

- a) large enterprises, SMEs, public administration bodies, other public institutions, non-governmental not-for-profit organisations, other
- b) educating and guidance institutions, public employment services provider institutions, social service provider institutions, institutions supporting provision of the above services, other

Table 16: Quantified goals of Measure 4.2

Type	Number	Indicator	Target value (2006)
Inputs		Total budget	12 229 022 EUR
Outputs	1.05	Number of supported individuals	4 090
	1.04	Number of supported organisations	1 360
Results	2.12	Number of newly established / innovated products	540
Effects	3.21	Sustainability of positive results of support of individuals	50%

Measure 4.3 – Development of tourism

Measure code 24

Category name **Flexibility of the workforce, entrepreneurial activities, innovation, information and communication technologies (persons, firms)**

Description and rationale

Prague, in the light of its historical and geographical features, has got a unique chance to become a leading Central European tourist destination. Increased quality of services related to the tourist industry in Prague requires major attention to the competencies and skills of the tourist industry workers. In order to achieve the aim of improved quality of services of the tourist industry and to develop conditions for a safe tourist destination as an indispensable precondition of competitiveness of the tourist industry ("TI") products in Prague, a system improving the communication and language skills within the TI services and related activities, which will contribute to increased overall quality of the TI services and, at the same time, respond to the specific needs of the TI in Prague. This will be enabled through establishment of a network of guidance and training services for both the existent and beginner entrepreneurs in the TI sector and, in general, through education of the business and public sectors in partnership and increased level of knowledge, as well as through use of contemporary technologies in provision of complete information for tourists and visitors of Prague. It is necessary at the same time that TI service providers be informed in advance on the TI trends a prepared for innovation of their services. An extended amount of attention will be paid to familiarisation with the most recent know-how of the security of tourists and visitors and to training in relevant application. Given the impaired environment in Prague, the sustainable development principle shall be taken account of at all times, both at decision making on strategies and during practical implementation of projects.

Global objective

Contribute to further development of the tourist industry potential in Prague through improved qualification of the tourist industry workers.

Specific aims

1. Improve the quality of provided TI services and develop conditions for a safe tourist destination;
2. Improve communication and language skills within the TI services and in related activities;
3. Ensure timely identification of changes in the TI trends and response to them;
4. Ensure education of the TI entities in partnership, including networking;
5. Improve the level of knowledge and use of information technologies in provision of complete information for tourists and visitors of Prague; and
6. Familiarise with the latest know-how of security of tourists and visitors, ensure the command of its use.

Types of activities

- Courses focused on improved and complemented communication and language skills and knowledge of use of information technologies;

- Improve the quality of further education in the tourist industry area in view of Prague's specific features;
- Continue education the tourist industry workers, increase their qualification, develop their knowledge, adapt them to new trends;
- Train marketing specialists and other workers of the tourist industry in marketing, application of new methods and creation of new tourist industry products;
- Requalification courses for the TI services;
- Provide guidance services for entrepreneurs and newly started enterprises in the tourist industry in Prague;
- Train in application of new security technologies in the tourist industry and train in behaviour under emergency situations;
- Train workers of information centres and create programmes of their further education; and
- Organise workshops and working meetings aimed at transfer of knowledge, dissemination of good practice and transfer of innovations into the tourist industry.

Link to horizontal themes

Equal opportunities

Equal opportunities under this Measure will be looked at from two perspectives – from that of workers of the tourist industry and that of the tourist industry target group services. Adherence to equal treatment in relation to the workers employed in the TI will be a part of professional training of managers. The perspective of equal treatment to target groups will be required as part of all education training and guidance activities designed for tourist industry workers.

Sustainable development

The sustainable development aspect will be included in training programmes wherever possible and TI workers will be familiarised with the opportunities their profession is able to offer to the environmentally aware visitors. The perspective of environmental friendliness of the TI providers will be accentuated during training. Care needs to be taken during developing the tourist industry that its growth do not cause further impairment of an already adverse traffic situation in Prague and that new TI activities be located also outside the city's historical centre, which has been considerably exposed.

Information society

Information and communication technologies will be used by the workers of organisations drawing the ESF funds, while both the quality and scope of information provided via the Internet to tourists and Prague's visitors will improve. The Measure will also support TI workers in acquiring and expanding their knowledge as a prerequisite to the information literacy.

Support of local initiatives

Care will be taken in selection of projects that the TI development avoids suppression of local initiatives and instead, rather, that it makes synergic efforts to use them in favour of the TI development. Local initiatives may play their role in shaping so-called fringe conditions of the training and guidance programmes under the tourist industry services.

Target groups

Employees of the TI services, interests in the TI undertaking, entrepreneurs in the TI, entities operating in related activities, public administration, associations and professional associations.

Implementation arrangement

The Intermediary Body role for Measure 4.3 shall be discharged by the City of Prague, the EU Funds Department of the Corporation of the City of Prague (EUF CCP).

The Measure will be addressed by the grant scheme organised from the EUF CCP level. Projects by final beneficiaries will be selected based on an invitation to lodge applications (a grant scheme). Presenters of applications for implementation of projects for the target groups, i.e. final beneficiaries and at the same time final recipients, will include, without limitation: TI associations and interest professional associations in the TI area, economic chambers, education institutions, boroughs, organisations incorporated by public administration bodies, entrepreneurs in the tourist industry area, etc.

Co-financing

For Measure 4.3, 5.2% out of the total SPD 3 budget has been reserved, i.e. € 6 114 508. The Measure budget structure is analysed by source as follows:

ESF		€ 3 057 254 (50%)
Czech Republic	- national budget	€ 2 140 232 (35%)
	- Capital of Prague budget	€ 917 022 (15%)

Table 17: Indicators of Measure 4.3

Indicator type	Number	Indicator	Source
Inputs		Total budget	SPD 3
		Amount of reimbursed funds	PU
Outputs	1.05	Number of supported individuals – clients of services • <i>out of which: specific groups</i> ¹⁾	FB
	1.18	Number of course participants – clients of services • <i>out of which: specific groups</i> ¹⁾ • <i>out of which: participants of short-, medium- and long-term courses</i> ²⁾	FB
	1.01	Number of supported individuals providing services or supporting provision of services	FB
	1.04	Number of supported organisations • <i>out of which: specific groups</i> ³⁾	FB
	1.11	Number of supported projects	FB
	1.02	Number of supported training programmes	FB
	1.25	Share by participants of supported courses with an information technologies module	FB
	1.26	Share by participants of supported courses with an environmental module	FB
Results	2.36	Share of individuals - clients of services in whom the provided support has met the goal • <i>out of which: specific groups</i> ¹⁾	FB
	2.41	Share of successful individuals who completed courses – clients of services • <i>out of which: participants of short-, medium- and long-term courses</i> ²⁾	FB
	2.43	Share of trained individuals providing services or supporting provision of services	FB
	2.12	Number of newly created/innovated products	FB
Effects	3.21	Sustainability of positive results of support of individuals	Evaluation study

1) Specific groups of individuals:

- a) By position on the labour market: employees, self-employed, long-term unemployed (more than 6 months in individuals aged up to 25, more than 12 months in individuals aged over 25), other unemployed, other
- b) Disadvantaged groups: aged up to 25, aged over 50, people with reduced capacity for work, low-qualified (basic education at the maximum)

- 2)** Short-term courses – up to 40 lessons
 Medium-term courses – from 40 to 300 lessons
 Long-term courses – more than 300 lessons

3) Specific groups of organisations:

- a) large enterprises, SMEs, public administration bodies, other public institutions, non-governmental not-for-profit organisations, other
- b) educating and guidance institutions, public employment services provider institutions, social service provider institutions, institutions supporting provision of the above services, other

Table 18: Quantified goals of Measure 4.3

Type	Number	Indicator	Target value (2006)
Inputs		Total budget	6 114 508 EUR
Outputs	1.05	Number of supported individuals	1 360
	1.04	Number of supported organisations	55
Results	2.12	Number of newly established / innovated products	90
Effects	3.21	Sustainability of positive results of support of individuals	50%

1.5 PRIORITY 5 – TECHNICAL ASSISTANCE

Priority 5 is a supporting means of SPD 3 implementation. The technical assistance objective is to *ensure regular implementation of SPD 3* through provision of reliable and efficient services of programme management and administration. Technical assistance includes the activities that will enable preparation, implementation and evaluation of effects of SPD 3 implementation within a single framework. Further, the assistance mediates exchange of experience and examples of good practice. Technical assistance will be available for the project publicity and expert help to the Managing Authority of the programme – the MLSA and Intermediary Bodies appointed by the Managing Authority.

Measure 5.1 - Programme management support

Measure code 411

Category name Preparation, implementation, monitoring, control

Description of Measure

The Measure will enable to enhance the capacity of the Managing Authority and intermediary entities with regard of the programme management and administration. The Measure will at the same provide sufficient support to the final beneficiaries and applicants in preparation and implementation of grant schemes and projects through the services Technical Assistance Agency and other entities providing specialised services and finances by the Managing Authority or Intermediary Bodies ("IBs").

Support to MA and IBs will relate also to the day-to-day operational programme management, such as preparation and administration of projects selection, preparation of contracts, monitoring, preparation of reports and keeping of electronic records under the monitoring system, financial management (except for decisions on selection of projects, approvals of payments and reimbursements of the assistance funds).

Technical assistance for the programme management and administration will be provided to the Managing Authority and intermediary entities by the Technical Assistance Agency and, where suitable, also by separate workers.

Technical assistance for final beneficiaries and final recipients (applicants) will be focused on support at preparation of projects in the form of seminars, counselling and professional guidance that will be subsequently provided also at implementation of projects that have been selected through the selection procedure (a tender).

Global objective

Support implementation of the programme by reinforcing administrative structures that are involved in programme management, specifically at the levels of the Managing Authority and Intermediary Bodies.

Specific aims

1. Preparation, selection, evaluation and monitoring of the programme and projects, including preparation of documentation and reports;
2. Appointment of monitoring committees and subcommittees in relation to implementation of the programme, meetings of these monitoring committees and subcommittees; and
3. On-site reviews of projects.

Types of activities

Preparation and implementation of meetings of the Monitoring Committee for SPD 3 – including draft reports and other written documents.

Implementation of a joint monitoring framework and preparation of regular monitoring reports, including annual and final reports.

Support in evaluation and selection of projects and their administration (such as preparation of contracts, monitoring, keeping of records in the MSSF, verification of payments).

Administration of projects – reception and evaluation of applications, preparation of contracts with final beneficiaries/final recipients, processing of payment requests, monitoring and reviews of implementation of projects etc.

Administration of information on implementation of SPD 3 in the reserved electronic system, within the MSSF.

Audit and on-site reviews of projects.

Target groups

Managing Authority, Intermediary Bodies, final beneficiaries, final recipients.

Implementation arrangement

Technical assistance funds serving to cover the above activities will be used by the Managing Authority. The resources will be made available to the Intermediary Bodies based upon an application, as an allowance for ensuring the delegated activities; such applications will be approved through a procedure that will be set down by the Managing Authority. Separate activities will be mostly ensured based on contracts between the Managing Authority and Technical Assistance Agency, or, between the MA and IBs and external contractors for goods and services in accordance with the Public Procurement Act and Operating Manual of SPD 3.

Co-financing

For Measure 5.1, 2.5% out of the total SPD 3 budget has been reserved, i.e. € 2 939 666. The Measure budget structure is analysed by source as follows:

ESF	€ 1 469 833 (50%)
Czech Republic - national budget	€ 1 337 570 (45.5%)
- Capital of Prague budget	€ 132 263 (4.5%)

Measure 5.2 - Technical background

Measure code 412, 413, 415
Category name Evaluation
Studies
Information of the public

Description of Measure

The Measure will enable implementation of promotion and publicity activities and tools as set out in the Communication Action Plan ("CAP"), process information materials, inform potential presenters on the options of the ESF use and other interests on the outputs and examples of good practice that will arise from use of the ESF. The Measure will support various surveys, analyses, studies and evaluations that will bring recommendations for the programme development and for preparation of programming documents for the next programming period. Implementation of the above activities will follow the approved Evaluation Strategy. The Measure will further enable co-financing of the operation and continued development of the electronic monitoring system (MSSF), using the experiences gained from its use for management of the assistance from the ESF.

Activities under the Measure will cover sundry costs within the technical assistance framework, as defined by the Commission Regulation (EC) no. 1145/2003, rule no. 11, point 3.

Global objective

Technically support successful implementation of the programme, dissemination of information on its preparation, as well as on the results and evaluation of the programme.

Specific aims

1. Studies, seminars;
2. Information campaign;
3. Evaluation of the programme implementation;
4. Installation of a computer system for management and monitoring of the programme.

Types of activities

Prepare relevant information media through drafting the contents and form of information materials.

Establish information media.

Disseminate information on the contents of SPD 3 - information campaign, distribution of information materials and presentations for the professional and general public.

Seminars and other information events for potential applicants and recipients of assistance.

Disseminate information on interim outputs from SPD 3 through creation of information materials and presentations for the professional and general public.

Prepare commissioning of relevant studies (research, evaluative, monitoring and comparative) that will enable examining of the programme effects and its impact on the target groups and on performance of state policies, specifically of employment and education.

Prepare relevant studies (research, evaluative, monitoring and comparative) that will enable examining of the programme effects and its impact on the target groups and on performance of state policies, specifically of employment and education.

Collect, process and disseminate positive experiences of implementation of projects.

Operate, maintain and develop a computer system of management and monitoring at the Managing Authority and all relevant partners.

Perform ex-ante evaluation and preparation of programming documents for the next programming period.

All activities will be in accordance with the adopted Communication Action Plan with the public, approved Evaluation Strategy of the programme and single computer system a part of the MSSF and related modules.

Target group

Managing Authority, Intermediary Bodies, Monitoring Committee, final beneficiaries and final recipients, professional and general public.

Implementation arrangement

Technical assistance funds serving to cover the above activities will be used by the Managing Authority. The resources will be made available to the Intermediary Bodies based upon an application, as an allowance for ensuring the delegated activities; such applications will be approved through a procedure that will be set down by the Managing Authority. Separate activities will be mostly ensured based on contracts between the Managing Authority and Technical Assistance Agency, or, between the MA and IBs and external contractors for goods and services in accordance with the Public Procurement Act and Operating Manual of SPD 3

Service providers will be selected by the Managing Authority in accordance with the Public Procurement Act and in accordance with the Operating Manual of SPD 3.

Co-financing

For Measure 5.2, 2.5% out of the total SPD 3 budget has been reserved, i.e. € 2 939 668. The Measure budget structure is analysed by source as follows:

ESF		€ 1 469 834 (50%)
Czech Republic	- national budget	€ 1 337 571 (45.5%)
	- Capital of Prague budget	€ 132 623 (4.5%)

1.6 MATRIX OF HORIZONTAL THEMES

	<i>Impact degree</i>			
	<i>Equal opportunities</i>	<i>Sustainable development</i>	<i>Information society</i>	<i>Support of local initiatives</i>
Measure 1.1	xxx	xx	xx	xx
Measure 2.1	xxx	x	x	xxx
Measure 2.2	xxx	x	xx	xx
Measure 2.3	xxx	x	x	xxx
Measure 3.1	xx	xxx	xxx	xx
Measure 3.2	xx	xx	xxx	x
Measure 4.1	xx	xxx	xx	xx
Measure 4.2	x	xxx	xxx	x
Measure 4.3	x	xx	x	xx

x low impact
 xx medium impact
 xxx high impact

2 FINANCIAL FRAMEWORK

The financial framework for SPD 3 has been prepared based on Art. 28 and 29 of the Regulation and is based on the data that have been determined according to the Copenhagen Decision and subsequently reflected in the National Development Plan in CZK mio and EUR mio and are set out in current prices.

2.1 FORM OF SUPPORT

Support under all measures of SPD 3 will be provided to final beneficiaries/final recipients in the form of non-repayable direct help in the meaning of of Art. 28(3), Council Regulation (EC) no.1260/1999.

Support will be provided to final beneficiaries/final recipients from the ESF funds and from the Czech Republic public funds (the national budget and, for some of the measures, the budget of the City of Prague). The mechanism of provision of the national co-financing will be similar as in case of funding from the ESF.

The amount of direct help will be always determined as a proportion of the overall allowable expenses of the project.

2.2 CO-FINANCING OF PROJECTS

Release of funds for implementation of projects will be performed in accordance with an agreed scheme that complies with relevant provisions of the Methodology of Cash Flows and of Structural Funds and Cohesion Fund Control that is part of the Managing Authority Manual.

Support from public funds

Support from public funds will be provided to all selected final beneficiaries/final recipients.

SPD 3 is co-financed from the European Social Fund and from the public funds of the Czech Republic – from the national budget (from the MLSA chapter) and from the budget of the City of Prague .

As part of the SPD 3 financial framework an amount of the EU contribution has been determined as a percentage out of the total allowable expenses at the measure level of the programme. The upper limit for contributions from the ESF for SPD 3 is based on Art. 29, Council Regulation (EC) 1260/1999), while its amount has been set at 50% out of the total allowable expenses. The residual 50% will be complemented from the national public sources.

Private co-financing

Private sources will share in funding of projects above the line of the public national co-financing. The amount of the contribution from an applicant will be proposed by final beneficiaries for the grant schemes, relating to their processing. The proposal shall be subject to approval by the Intermediary Body or Managing Authority. The proposed amount of the contribution from the applicant, or, the maximum percentage of the contribution from the programme (the scope of support) in the event of public support programmes is subjected to the decision by the Czech Republic Office for Protection of Competition (“CR OPC”).

2.3 PUBLIC SUPPORT OF BUSINESS ENTITIES

During the period prior to the Czech accession of the EU, compatibility of public support and Czech commitments arising from the Europe Agreement were governed by the Act no. 59/2000 Coll., On Public Support, as amended. In the period after the Czech accession of the EU, provision of public support is governed by the rules as per Art. 87-89, the EC Treaty.

An exception from the prohibition of public support was issued for the Single Programming Document for NUTS 2 Objective 3 Prague for the period 2004 – 2006, by the Decision of the Czech Republic Office for Protection of Competition ref.no. VP/S 79/04 – 160 of 28 April 2004. The CR OPC referred the above Decisions to the European Commission for approval. The Commission was notified on the Decision through the interim procedure: CZ 176/2004 Single Programming Document for Objective 3 for the period 2004-2006.

Scopes of public support set down for the business entities in the above exception from the public support prohibition for separate measures under SPD 3 will be reflected in the final wording of the announced grant schemes (programmes of support) in accordance with the Decision issued by the Czech Republic Office for Protection of Competition. The Managing Authority notifies the intent to provide a support in accordance with the applicable legislation.

Table 19: Information on public support

Measure no.	Public support name or public support provided ad hoc	Public support no.	Reference to approval letter	Period of public support duration ¹⁾
		Decision CR OPC ref.no .VP/S 79/04-160 z 28 April 2004		
1.1	Develop the active employment policy and enhance its targeting	Notification through interim procedure		2004-2006
2.1	Integrate specific groups at risk of social exclusion	Notification through interim procedure		2004-2006
2.2	Reconciling of work and family life	Notification through interim procedure		2004-2006
2.3	Enhance capacity of social service providers (Global Grant)	No public support		2004-2006
3.1	Development of initial education as lifelong learning basis and in accordance with needs of labour market and knowledge-based economy	Notification through interim procedure		2004-2006
3.2	Develop further education and training	Notification through interim procedure		2004-2006
4.1	Improve adaptability of employers and employees to the changing economic and technological environment and thus enhance their competitiveness	Notification through interim procedure		2004-2006
4.2	Co-operation with research and development workplaces with business sphere, support of innovations	Notification through interim procedure		2004-2006
4.3	Develop tourism	Notification through interim procedure		2004-2006
5.1	Programme management support	No public support		2004-2006
5.2	Technical Background	No public support		2004-2006

1) The programmes will be run during 2004-2006, while payouts of funds will continue until 2008.

In accordance with the provision of Art. 34(1)(g), Regulation 1260/1999, the Managing Authority is required to update any changes in the above public support changes and notify the EC on any such changes. Introduction of a new support programme or an ad hoc public support by the grant scheme issuer requires approval of the support by the EC.

2.4 PERFORMANCE OF PAYMENTS

Payments to final beneficiaries/final recipients under grant schemes

The method and amounts of payments to final beneficiaries/final recipients ("FB/FR") to be performed by the grant scheme announcers shall be agreed at approving the grant schemes and set down in the contract of funding signed between the grant scheme announcer and FB/FR. In general, an advance payment mechanism will be applied, except for the support programmes or separate project implemented according to the rules of public support for business entities. Specific amounts of advances for separate projects will be set down by the grant scheme announcer.

Advance payment

An advance payment may be used to pay out to the final beneficiary/final recipient usually up to 30% of the allowable expenses of the year one of the project (12 months in succession), no later than in 30 days from the signature of the contract of funding. The advance payment may be higher in justified instances.

2.5 INTERIM PAYMENTS

Interim payments will be made only based on an application for an interim payment. A final beneficiary/final recipient must append to the application an interim report on fulfilment of substantive and financial indicators. The application for an interim payment may be as a rule submitted only after the final beneficiary/final recipient has drawn at the minimum 75% out of all of the preceding payments, which he is able to document by the final account of only allowable expenses.

Interim payments will be performed after verification and approval of the application, including the interim report on performance of the project and verification of compliance with the financial plan. The total of the paid out advance and paid-out interim payments shall not in aggregate exceed 90% of the amount of total allowable expenses under the project.

The number of interim payments shall be derived from the duration and nature of separate projects. A specific time schedule of payments will be set down in the contract of funding.

2.6 FINAL PAYMENT

The final payment, i.e. up to 10% out of the total allowable expenses under the project at the maximum, will be paid after the grant scheme announcer approves the final report of the final beneficiary/final recipient, including the total final account for the project.

Table 20: Financial table analysed by priority and measure, for the period 2004 - 2006 (in EUR)

Priorities/ Measures 2004 – 2006*	Interven tion field	Total cost	Public											Private	Cohesio n fund	Other financial tools	EIB loans
			Total	EC participation				National public participation									
				Total	ERDF	ESF	EAGGF	FIFG	Total	Central	Regional	Local	Other				
Priorities 1		18 813 876	18 813 876	9 406 938	0	9 406 938	0	0	9 406 938	9 406 938	0	0	0	0	0	0	0
Measure 1.1	21	18 813 876	18 813 876	9 406 938	0	9 406 938	0	0	9 406 938	9 406 938	0	0	0	0	0	0	0
Priorities 2		28 220 812	28 220 812	14 110 406	0	14 110 406	0	0	14 110 406	11 006 641	3 103 765	0	0	0	0	0	0
Measure 2.1	22	23 517 344	23 517 344	11 758 672	0	11 758 672	0	0	11 758 672	8 654 907	3 103 765	0	0	0	0	0	0
Measure 2.2	25	3 527 602	3 527 602	1 763 801	0	1 763 801	0	0	1 763 801	1 763 801	0	0	0	0	0	0	0
Measure 2.3	22	1 175 866	1 175 866	587 933	0	587 933	0	0	587 933	587 933	0	0	0	0	0	0	0
Priorities 3		34 100 152	34 100 152	17 050 076	0	17 050 076	0	0	17 050 076	13 470 166	3 579 910	0	0	0	0	0	0
Measure 3.1	23	17 050 076	17 050 076	8 525 038	0	8 525 038	0	0	8 525 038	6 735 083	1 789 955	0	0	0	0	0	0
Measure 3.2	23	17 050 076	17 050 076	8 525 038	0	8 525 038	0	0	8 525 038	6 735 083	1 789 955	0	0	0	0	0	0
Priorities 4		30 572 552	30 572 552	15 286 276	0	15 286 276	0	0	15 286 276	14 369 254	917 022	0	0	0	0	0	0
Measure 4.1	24	12 229 022	12 229 022	6 114 511	0	6 114 511	0	0	6 114 511	6 114 511	0	0	0	0	0	0	0
Measure 4.2	24	12 229 022	12 229 022	6 114 511	0	6 114 511	0	0	6 114 511	6 114 511	0	0	0	0	0	0	0
Measure 4.3	24	6 114 508	6 114 508	3 057 254	0	3 057 254	0	0	3 057 254	2 140 232	917 022	0	0	0	0	0	0
Priorities 5		5 879 334	5 879 334	2 939 667	0	2 939 667	0	0	2 939 667	2 675 141	264 526	0	0	0	0	0	0
Measure 5.1.	411	2 939 666	2 939 666	1 469 833	0	1 469 833	0	0	1 469 833	1 337 570	132 263	0	0	0	0	0	0
Measure 5.2	412,413, 415	2 939 668	2 939 668	1 469 834	0	1 469 834	0	0	1 469 834	1 337 571	132 263	0	0	0	0	0	0
Total		117 586 726	117 586 726	58 793 363	0	58 793 363	0	0	58 793 363	50 928 140	7 865 223	0	0	0	0	0	0
Total for ERDF																	
Total for ESF		117 586 726	117 586 726	58 793 363	0	58 793 363	0	0	58 793 363	50 928 140	7 865 223	0	0	0	0	0	0
Total for EAGGF																	
Total for FIFG																	
Out of which																	
Regions not receiving temporary support																	
Regions receiving temporary support																	

* Contribution from the ESF relates to the total public allowable expenses.

3 MANAGEMENT AND IMPLEMENTATION

Implementation arrangements for separate measures are described in Chapter 2 above. The present Chapter sets out the implementation structure of the complete SPD 3, as well as links between separate actors in the course of performance of the programme.

Based on Czech Government Resolution no. 102/2002, the Managing Authority responsibility for SPD 3 has been assigned to the Ministry of Labour and Social Affairs. The Government decided at the same time that the Czech Ministry of Finance will be the sole Paying Authority (PA) for all structural funds. The Czech Government Resolution no. 822/2002 stipulated delegation of discharge of some of the PA activities to the Paying units in accordance with separate operational programmes.

The Minister of Labour and Social Affairs has assigned Managing Authority function to the Department of ESF Assistance Management (Department 72); discharge of the Paying unit (PU) activities to the Paying Unit Department (Department 65); and performance of reviews of transactions samples to the Internal Audit and Control Department (Department 12). SPD3 will be implemented based on the partnership principle.

The Managing Authority is responsible for the overall co-ordination, management, monitoring and evaluation of the programme. Based on written contracts, the Managing Authority delegates discharge of some of its activities and powers to the Intermediary Bodies. Management of certain parts of the programme will be reserved directly to the Managing Authority. These include Measure 4.2 and part of Measure 2.2 and of Measure 4.1.

Intermediary Bodies are authorised to manage implementation of separate measures. Intermediary Bodies select final beneficiaries, manage and monitor performance of contracts by final beneficiaries.

Three Intermediary Bodies are appointed in SPD 3:

Public Employment Services Administration of the MLSA	Measure 1.1, part of Measure 2.2, part of Measure 4.1
City of Prague (EU Funds Department of CCP)	Measure 2.1, 3.1, 3.2, 4.3
Civil Society Development Foundation	Measure 2.3

Delegation of activities in implementation of separate measures under SPD 3 has been proposed in accordance with recommendations by the European Commission and is based on the experience of the EU Members in management of programmes of the ESF type and experience of the Czech Republic in management of similar programmes under Phare. The Civil Society Development Foundation, which implements the Global Grant, is the final beneficiary at the same time.

Final beneficiaries

For the measures contributing to expansion and complementing of the already existent programmes and policies (this is understood to include both specific all-Prague programmes, as well as national programmes applied on the territory of the Prague region), the Managing Authority appoints final beneficiaries in advance. These include:

Employment Office of the City of Prague	Measure 1.1, part 2.2, part 4.1
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Social and Health Care Department CCP part of Measure 2.1
 Urban Centre of Social Services and Prevention part of Measure 2.1
 Education Department of CCP part of Measure 3.1, part of Measure 3.2

Final beneficiaries for a part of Measure 2.2, part of Measure 4.1 and complete Measure 4.2 will be selected based upon an invitation to lodge applications (a grant scheme) from the Managing Authority level. Final beneficiaries for a part of Measure 2.1, part of Measure 3.1, part of Measure 3.2 and complete Measure 4.3 will be selected based upon an invitation to lodge applications (a grant scheme) from the level of the Intermediary Body, i.e. that of the City of Prague .

Final beneficiaries ensure implementation of activities in accordance with the contract of funding the assistance from SPD 3 and regular keeping of the required records relating to the activities under the project.

Grant schemes will be in each of the SPD 3 measures; we are setting out below an overview of entities that will announce the schemes:

Table 21: Announcers of grant schemes

Entity	Measure
Managing Authority	part 2.2, part 4.1, 4.2
Intermediary Body, Dept. EUF CCP	2.1, 3.1, 3.2, 4.3
Intermediary Body, CSDF	2.3 (Global Grant)
Final beneficiary, Employment Office of CP	1.1, part 2.2, part 4.1

The Paying Unit performs payments from the ESF directly to the final beneficiaries, based on the latter's payment requests, agreed by the Intermediary Body and then by Managing Authority.

A review of the transactions sample is performed for 5% out of the total amount of assistance from the ESF in accordance with the review action plan, prepared based on information of the Managing Authority on the provided help.

The proposed implementation structure and distribution of powers and activities are transparent and provide sufficient space and guarantees for application of the subsequent control mechanism by the Managing Authority in relation to the Intermediary Bodies. The subsequent control mechanism means, in terms of grant schemes, delegation of discharge of activities in selection of projects, deciding on the amount of allocation per project and at signature of the contract for the Intermediary Body or final beneficiary, depending on who is the grant scheme announcer. The Managing Authority performs control of legitimacy of commitments until their conclusion by Intermediary Bodies or final beneficiaries. The key requirements preconditioning application of the above mechanism include (1) binding guidelines and procedures issued by the Managing Authority for the complete project cycle (information and publicity – invitation – selection of projects – conclusion of commitment – monitoring – payments – control – evaluation); (2) internal written procedures for management and control of activities prepared by separate Intermediary Bodies/final beneficiaries; (3) system audit will confirm the competency and capacity of Intermediary Bodies and final beneficiaries to perform delegated powers in accordance with the rules stipulated by the Managing Authority.

Framework distribution of activities between the Managing Authority, Intermediary Body and final beneficiaries

Managing Authority SPD3:

- overall responsibility for ensuring national co-financing and observing its proportion at the programme level
- overall responsibility for programme management and for communication and co-operation with the European Union
- responsibility for preparation and modifications of the Programme Complement
- methodological guidance and oversight of Intermediary Bodies from the perspective of managing and control bodies
- issuing of manuals relating to technical, financial and procedural requirements of the programme implementation
- chairing of the Monitoring Committee
- responsibility for introduction and administration of the monitoring system serving to collect reliable financial and statistical information on performance of the assistance and ensuring exchange of data with the Commission
- responsibility for creation of monitoring indicators and, through them, for fulfilment of the programme objectives
- responsibility for maintaining the approved project database
- responsibility for preparation of interim (semi-annual, or, quarterly) reports on the programme implementation progress and their submission to the Monitoring Committee for discussion
- overall responsibility for preparation of annual reports and the final report on the programme implementation progress and their submission to the European Commission after approval by the Monitoring Committee
- reviews of correctness of activities (projects) financed from SPD 3
- ensuring that the entities that share in management and implementation of assistance maintain a separate accounting system or use suitable code designations of accounts for any transactions related to assistance
- ensuring compliance of the programme with the Community policies and its monitoring through methodological instruction to the presenters of projects
- ensuring information, publicity and promotion of the programme
- ensuring support of Intermediary Bodies, or, final beneficiaries at preparation of grant schemes and projects
- preparation a publication of grant schemes (for Measures 2.2, 4.1, 4.2)
- ensuring efficient co-ordination with other programmes
- approvals of projects and grant schemes presented by final beneficiaries (unless transferred to IBs by an agreement)
- management of activities and monitoring of implementation of the programme strategy evaluation.

Intermediary Bodies SPD 3:

- ensuring the relevant part of national co-financing and observing its proportion at the measure level according to the programme

- presentation of proposals for modifications of the Programme Complement
- active development of co-operation with partners in implementation of measures (partnership building),
- specific support of final beneficiaries at preparation of projects submitted within the measures that fall in the delegated powers of IBs
- ensuring implementation of the Communication Action Plan within their scope of jurisdiction (in relation to relevant measures)
- management of thematic working groups of measures
- ensuring the selection process of projects of final beneficiaries
- preparation and publication of grant schemes (for measures 2.1, 3.1, 3.2, 4.3)
- receipt and registration of applications to the MSSF
- appointment of evaluators and their training
- evaluation of applications in accordance with pre-approved criteria
- management of selection committees
- selection of projects or approvals of projects
- conclusion of a contract of funding with final beneficiaries (in accordance with the specimen in the Operating Manual)
- receipt, verification and approval of payment requests to final beneficiaries
- control of observation of substantive intents of the project – contractual commitments (outputs and results)
- control of eligibility of expenses of the final beneficiary
- ensuring that expenses are supported by sufficient documents (invoices etc.)
- ensuring observation of the proportion of co-financing
- issuing “Certificates of performed work“
- monitoring and reviewing of projects (Art. 4, Regulation 438/2001)
- evaluation of monitoring reports submitted by final beneficiaries
- ensuring that final beneficiaries maintain regular records and have created adequate management and control systems
- on-site control and reviews of projects for their substantive and financial performance, ensuring of compliance with the Community policies
- preparation of supporting documents for the relevant part of the programme for the purposes of the annual or final report
- keeping of documentation and collection of data relating to the projects of final beneficiaries and entering the data into the MSSF
- furnishing of reports to the Managing Authority

Note: The above listing represents only a framework distribution of activities between the Managing Authority and Intermediary Bodies. Specific arrangements of the above distribution will be set down in separate contracts on delegation of activities and powers from the Managing Authority to the Intermediary Body.

Final beneficiary – announcer of a grant scheme

Final beneficiaries are entities responsible for ensuring implementation of projects. Final beneficiaries either announce grant schemes or prepare their own projects (national and regional, systemic) for which they subsequently seek contactors through tenders or they carry out such projects with their own means in co-operation with partners.

In the event a final beneficiary carries out a grant scheme, then he performs the following activities under implementation of the programme:

- preparation and publication of grant schemes
- ensuring of the project selection process as part of his grant schemes:
 - receipt and registration of applications in the MSSF
 - appointment of evaluators and their training
 - evaluation of applications in accordance with pre-approved criteria
 - management of selection committees
 - selection of projects or approvals of projects
- signature of the contract of funding with final recipients (in accordance with the specimen in the Operating Manual)
- receipt, verification and approval requests for payment to final recipients
- control of observation of substantive intents of the project – contractual commitments (outputs and results)
- control of eligibility of expenses of the final recipient
- ensuring that expenses are supported by sufficient documents (invoices etc.)
- ensuring observation of the proportion of co-financing
- issuing of “Certificates of performed work”
- ensuring implementation of the Communication Action Plan within their scope of jurisdiction
- monitoring of projects
- evaluation of reports submitted by final recipients and support of projects
- ensuring that final recipients keep regular records and have created adequate management and control systems
- on-site control and reviews of projects for their substantive and financial performance (Art. 4, Regulation 438/2001), ensuring of compliance with the Community policies and preparation of reports
- keeping of documentation and collection of data relating to the projects of final recipients (grant projects – see part 4.1) and entering of the data into the MSSF
- furnishing of reports to the Intermediary Body, or, Managing Authority (if no Intermediary Body has been appointed)
- preparation of supporting documents for various parts of intermediary and annual reports, as well as final reports on implementation of the programme for the Intermediary Body, or, Managing Authority (if no Intermediary Body has been appointed)

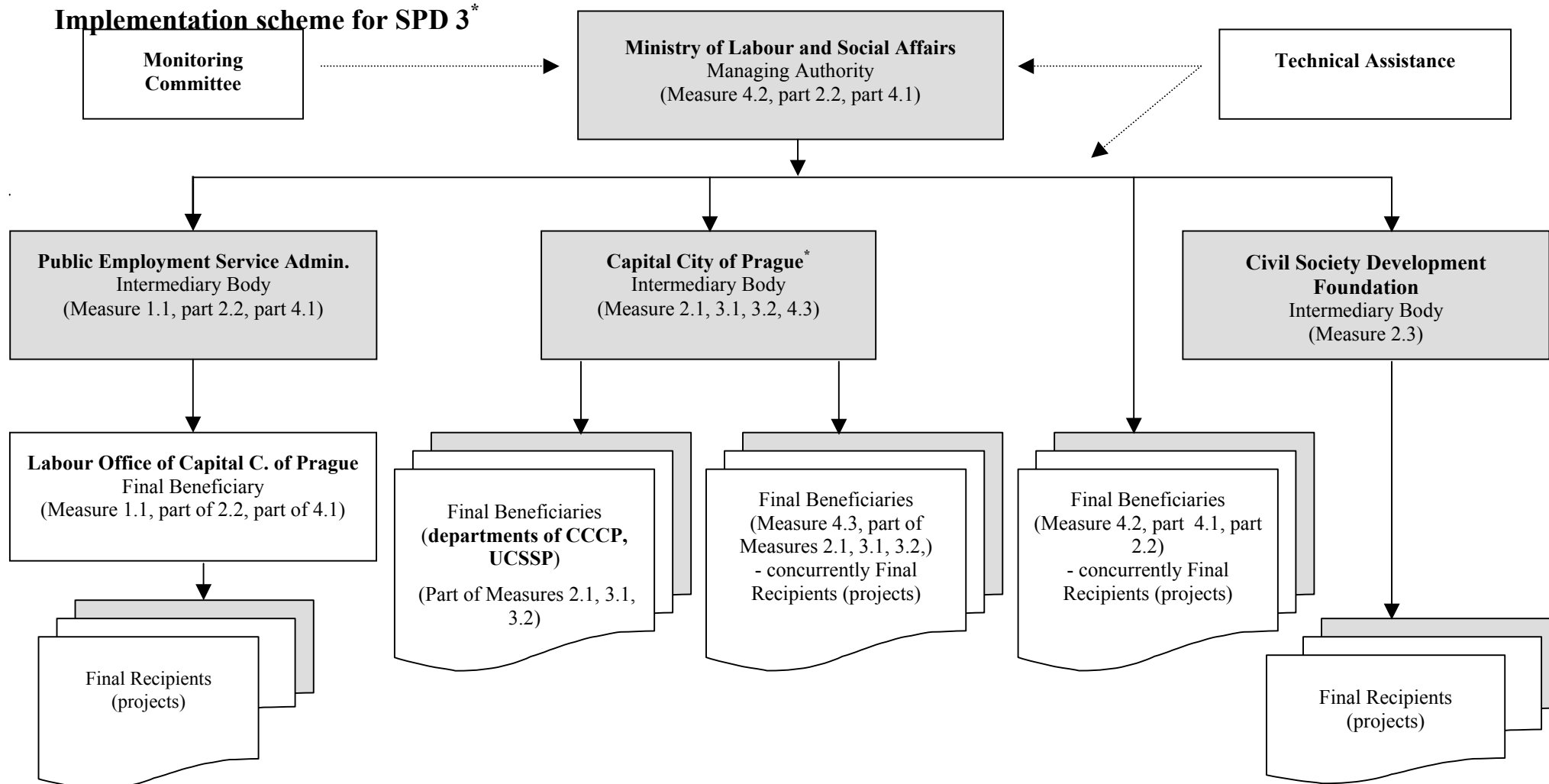
Final beneficiary – implementator of own project

- preparation and implementation of projects
- partnership building and conclusion of partnership agreements
- establishment of adequate internal management and control systems and procedures
- publication of tenders, selection of contractors and signature of supplier contracts
- performance of activities and services for target groups
- processing and presentation of requests for payment under the programme, using the required form and in accordance with the schedule set down in the contract of funding
- receipt of documents of performed payments from partners and contractors, their verification for correctness and eligibility, and reimbursement of approved amounts
- regular monitoring of observation of substantive intents of project (outputs and results)
- ensuring performance of requests for the project publicity
- monitoring and reviews of partners and contractors, including on-site reviews of performance
- furnishing of reports to the Intermediary Body, or, Managing Authority (if no Intermediary Body has been appointed)
- regular keeping of records and project documentation (in particular on project participants)
- ensuring compliance with the Community policies

Final recipient

in the event of allocation of funds through grant schemes, where the final beneficiary is not himself a final recipient of the finance, the final recipient shall be the entity that receives the subsidy and implements the project. Activities of such final recipient are identical to the above described activities of the final recipient implementing his own project.

Implementation scheme for SPD 3*



* Final beneficiaries appointed by the Managing Authority include the Social and Health Care Department of CCCP (2.1), Urban Centre of Social Services and Prevention (UCSSP) (2.1) and Education Department of CCCP (3.1, 3.2). The Intermediary Body functions will be performed by the EU Funds Department of CCCP.

4 SELECTION OF PROJECTS

4.1 PROJECT SELECTION PROCEDURES

Project types

Under SPD 3, three basic types of projects will be performed – grant projects, national and regional projects and systemic projects. Different procedures will be applied in selection and implementation of separate types of projects.

Grant projects

These include projects submitted under grant schemes based on an invitation to lodge an application. The projects are primarily focused on the target groups of individuals, or, also organisations. The projects are initiated by actors who own the idea and are capable of implementing it. The projects enable application of innovative approaches to the solution of an existent issue, as well as to methods of work with clients. Grant projects are complemented by programmes and tools of the respective national, or, regional policy.

Grant projects may be also focused on reinforcing the capacity of providers (public and private) of services to target groups. Grant projects will be, under strictly defined conditions, submitted also for the purpose of awarding public support to the business entities.

Projects will be submitted to announcers of grant schemes (see Table 21), using the required application form in the MSSF – Benefit, following the Instructions for Applicants issued by the Managing Authority and more detailed instructions by the grant scheme administrator.

National and regional projects

These include projects based on direct allocation of the programme funds for performance or complementing of regional, or, national policies and programmes (regional projects serve to implement specific all-Prague regional programmes, while national projects serve the application of national programmes on the territory of the Prague region). The projects are presented solely by final beneficiaries – entities authorised to complement regional, or, national policies and programmes within the defined area. Such final beneficiaries are set down in the Amendment to SPD 3 as approved by the Monitoring Committee.

The projects have a clearly defined national, or, regional scope and are focused primarily on the target groups of individuals. The projects shall satisfy the complementarity principle and the added value criterion. Consequently, they must either expand the existent programmes and policy tools (such as AEP), or extend the range of target groups, or increase the number of clients of services. Projects are performed by the final beneficiary that is at the same time the final recipient, either directly in co-operation with partners or through an external contractor, or through a combination of both.

Final beneficiaries will present their projects to the Intermediary Body in charge of relevant measure for consideration, using the required application form in the MSSF – Benefit, following the Instructions for Applicants issued by the Managing Authority and more detailed instructions by the Intermediary Body.

Systemic projects

These include projects based on direct allocation of the programme funds for development of structures and modernisation of systems (expanded capacity and improved quality of the offered range) of public services. The projects are submitted solely by final beneficiaries -

entities authorised to develop and discharge regional, or, national policies and programmes within the respective area. The final beneficiaries are set down in the Amendment to SPD 3 approved by the Monitoring Committee.

Final beneficiaries will present their projects to the Intermediary Body in charge of relevant measure for consideration, using the required application form in the MSSF – Benefit and following the Instructions for Applicants issued by the Managing Authority and more detailed instructions by the Intermediary Body. Projects are performed by the final beneficiary that is at the same time the final recipient, either directly in co-operation with partners or through an external contractor, or through a combination of both.

Evaluation criteria and selection of projects

For each method of project selection, principles must be adhered to of transparency, equal treatment and non-discrimination. Results of selections are publicly accessible. No conditions shall restrict disclosure of the results.

Selection of projects shall be performed based on the evaluation of the draft project prepared by the applicant for the financial contribution under the programme. Under SPD 3, projects shall be selected in accordance with the below two basic procedures: a direct allocation and invitation.

Direct allocation

This procedure for selecting projects will be used for the purposes of allocating funds for national, regional and systemic projects, where the ESF funds are used as subsidies to fulfil a specific measure of the national, or, regional policy (such as the active employment policy or development education programmes). For such projects, presented by the final beneficiary appointed to implement the relevant measure or its part, an evaluation of quality shall be performed by the Intermediary Body, as a precondition to adopting the project.

Invitation to submit application

Grant scheme

The invitation to submit an application represents a system of selection that will be used to allocate funds for performance of grant projects, based upon the open invitation to tender, with clearly defined participation terms and conditions. The invitation to lodge projects shall be announced by the Managing Authority, Intermediary Body or the final beneficiary appointed by the Managing Authority. A grant scheme may be implemented only upon approval by the Managing Authority or Intermediary Body. Specific entities that will announce invitations to lodge projects under separate measures are set down in Chapter 4 of the present document – Management and implementation.

Global Grant

A Global Grant is a simplified grant scheme that will be used to allocate funds for performance of small projects (the grant per project has been set in the range EUR 5 000 – 20 000), based on the invitation with clearly defined participation terms and conditions. The purpose of Global Grant is to enable access to the SPD 3 funds for such non-governmental organisation that have a potential to complete the aims and indicators of the measure, while they have not so far developed sufficient capacities to be capable of tendering for the funds under standard and more complex mechanisms applicable to the SPD 3 mainstream. Application forms will be therefore simpler compared to the standard mechanisms of other measures under the programme. The invitation to submit project, or, applications, will be

announced in a simplified form by the Intermediary Body, i.e. the Civil Society Development Foundation.

Selection criteria for substantive evaluation of projects

Selection criteria are set down for all types of projects funded from the ESF. The criteria do not apply to considering presented proposals for grant schemes.

Table 22: Selection criteria for substantive evaluation of projects

Criterion	Criterion weight
1. project justification	30 points
2. target group	15 points
3. project implementation	16 points
4. results a outputs	14 points
5. horizontal themes	10 points
6. link to SPD 2	10 points
7. specific criterion	5 points
Total	100 points

In **project justification**, justification of the project's necessity is evaluated, as well as the link to the strategic documents and benefit for the target group. Evaluation is carried out why it is necessary to implement the project, in the light of needs and deficiencies of the target groups identified in the relevant area, if and to what extent the project is in accordance with the governmental, national or regional strategy, policy and programmes in the relevant areas of HRD and the impact the project has on the target group and how it helps to resolve its problems.

In the **target group**, its reasonability and involvement are evaluated. Evaluation is carried of the project's feasibility in the light of the target group size, if recipient numbers are reasonable, if the applicant or his partners are capable of completing the project goals, method of target group identification, knowledge of its problems, involvement of partners, method of work with the target group, if the applicant has performed an analysis of the target groups with regard of equal opportunities etc.

In the **project implementation framework**, key activities and implementation stages are evaluated, as well as the project monitoring, previous experience the applicant has of management of similar projects, publicity and sustainability of the project. Evaluation is carried out of the key activities and stages of the project, their planning and performance, the method of monitoring and evaluation of performance in the course of the project and upon its completion, setup of assessable indicators for the project management quality and their monitoring over the whole period of the project duration, experience the applicant has of management of similar projects, project promotion and utilisation of the ESF logo, whether or not the project will continued also upon termination of the ESF funding, what the other sources of finance are, if the project will be self-supporting in future.

In **results and outputs**, results a outputs of the project and their ensuring are evaluated. Evaluation is carried out of the numbers of individuals that will obtain a job, acquire further qualification or better-quality education, the rate by which employment within the target group will increase, steps by which the proposed results, or, outputs will be achieved, whether or not a plan exists for a situation in which the project fails to achieve the projected results or outputs, what the possible problems are in implementation of the project and available ways

of their solution. Results and outputs will be evaluated in the light of their contribution to the equal opportunities principle.

In **horizontal themes**, equal opportunities, sustainable development, information society and support of local initiatives are evaluated. Evaluation is carried out of the project's impact on men and women, ethnic minorities, people with a handicap and possibly also other groups at risk of exclusion; relationship of the project to the environment; steps to reduce adverse impacts on the environment; use of information technologies within the project and their reasonability in the light of the knowledge mastered by the target group, as well as their expected benefit and effect of the results of their use on improving the computer literacy and integration into the information society; involvement of local partners in planning and project implementation; how the project responds to local needs and how it supports local initiatives.

With regard of the **link to SPD 2**, the connection of the project with the projects supported under SPD 2 is evaluated, as well as whether or not the project is implemented on the territory staked out for support under JDP 2, with an aim to ensure concentration of funds within the worst affected territory, as set out in the programme.

Minimum number of points: Each project, in order to qualify for funding from the ESF resources, must gain no less than 55 points from the evaluation.

Evaluation and selection of grant projects

Grant schemes may be announced by the Managing Authority, Intermediary Body of final beneficiary (hereinafter referred to as "grant scheme announcers").

The grant scheme announcer publishes the invitation to lodge application for awarding funds from the programme. The recommended time period from the invitation to termination of submission of applications is 8 weeks. The grant scheme announcer is required to use at least two methods of publication of the invitation, while one of them must be the official ESF website (www.esfcr.cz). After the invitation to lodge applications has been announced, the terms and conditions of the invitations must not be changed.

The grant scheme announcer collects and registers delivered applications. The announcer shall close the registration as of the moment of expiry of the term for submission of applications provided in the invitation. Applications will be accepted in both hard-copy and electronic formats.

The particular evaluation of a project shall consist of two parts. The grant scheme announcer shall carry out a formal evaluation upon termination of the registration, in accordance with the pre-set criteria. Those of applicants whose applications fails to satisfy the formal criteria will be advised to complement or specify their information prior to the commenced substantive evaluation. The grant scheme announcer will remove from further selection any applications that continue to fail to satisfy the formal criteria even after the advice to complement or specify.

The substantive evaluation is performed in accordance with the criteria approved in advance by the Monitoring Committee. Each application, or, project is evaluated by at least two independent evaluators or members of the evaluation committee. Where independent evaluators are used, the resulting evaluation represents the average of such part evaluations. In case that significant differences exist between the part evaluations, the grant scheme announcer shall arrange additional evaluation. The resultant evaluation in that case shall be the average of two part evaluations after the extreme evaluation has been excluded and disregarded. Where the evaluation has been carried out by the evaluation committee, the resultant evaluation shall be the consensus of all of the committee's members.

All applications that have satisfied the formal criteria are passed on to the selection committee, including their evaluations prepared by the evaluators. The role of the selection

committee is to consider the projects based on the evaluation by the evaluators, perform the selection of projects and approve the list of projects for funding. The selection committee decides through the vote or a consensus must be reached.

After the close of the selection committee work, the grant scheme announcer shall publish the list of projects selected for funding and the list of projects that have not been selected for funding. The applicants are notified in writing on the result by the grant scheme announcer.

Approvals of national, regional and systemic projects

The projects are submitted for consideration solely by the final beneficiaries assigned by the Managing Authority for the Intermediary Body in charge of the relevant measure. The Intermediary Body collects and registers delivered applications.

The particular evaluation of a project shall consist of two parts. The Intermediary Body shall carry out a formal evaluation upon termination of the registration, in accordance with the pre-set criteria. Those of applicants whose applications fails to satisfy the formal criteria will be advised to complement or specify their information prior to the commenced substantive evaluation

The substantive evaluation is performed in accordance with the criteria approved in advance by the Monitoring Committee. Each application, or, project is evaluated by at least two independent evaluators or members of the evaluation committee. Where independent evaluators are used, the resulting evaluation represents the average of such part evaluations. In case that significant differences exist between the part evaluations, the grant scheme announcer shall arrange additional evaluation. The resultant evaluation in that case shall be the average of two part evaluations after the extreme evaluation has been excluded and disregarded. Where the evaluation has been carried out by the evaluation committee, efforts shall be made to arrive to the consensus during the consideration process, while the resultant evaluation shall be adopted by the absolute majority of all of the committee members.

Final approval of projects for funding shall be performed by the Intermediary Body upon mutual agreement with the Managing Authority, based on the evaluation by the evaluation committee or evaluators. Upon approval of projects, the Intermediary Body shall publish the list of project selected for funding, including the total project costs and amount of the ESF contribution. The applicants shall be notified in writing on the result.

5 ACTION PLAN OF COMMUNICATION WITH THE PUBLIC

5.1 INTRODUCTION

In accordance with Art. 46, Council Regulation (EC) no. 1260/1999, stipulating that the Member State should ensure information and promotion activities with regard of the assistance from the structural funds, in order to provide for transparency and entire information on any assistance drawn from the structural funds (“SFs”), the communication strategy is being established that represents an integral part of implementation of the National Development Plan (“NDP”) of the Czech Republic.

In accordance with Art. 34, Council Regulation (EC) no. 1260/1999 and Art. 3 of implementing provisions of the Commission Regulation (EC) no. 1159/2000, the Managing Authority (MA) authorised to carry out the structural assistance of the Community shall be responsible for performing the duties relating to information and promotion, specifically for information of the below groups. Publicity is carried out in co-operation with the European Commission that shall be kept informed in any activities adopted for that purpose. Information and promotion activities are implemented through communication action plans for the Community Support Framework, separate operational programmes, single programming documents and initiatives of the Community.

The Communication Action Plan (“CAP”) for the Single Programming Document for NUTS 2 Objective 3 Prague (“SPD 3”) details the communication strategy for the assistance from the European Social Fund (“ESF”). The CAP includes the information on its objectives and target groups, contents and strategy, tools of information and promotion activities, financing, entities involved in its management, implementation and evaluation.

In accordance with Art. 18, Council Regulation (EC) no. 1260/1999, the CAP is part of the Amendment to SPD 3.

5.2 OBJECTIVES AND TARGET GROUPS

Articles 2. and 3.1.1. of implementing provisions of the Commission Regulation (EC) no.1159/2000 require that objectives and target groups be defined for the information and promotion activities to be carried out.

Objectives

The global objective of the performed information and promotion activities is to raise the overall awareness among the public on the assistance provide to the Czech Republic from the structural funds, in particular from the ESF, to increase the transparency and create a single perception of the assistance.

Specific aims of the performed information and promotion activities are the following:

- Raise the public awareness and understanding of SPD 3;
- Inform the key interest groups, including social partners on separate measures, in order to enable their fluent implementation;
- Inform potential final beneficiaries on the opportunities offered by SPD 3 for their development;
- Inform final beneficiaries and applicants specifically on the subsequent administrative procedures, mechanisms governing entertaining of applications, on the selection procedure criteria, evaluation mechanisms and names of contacts or contact places at the regional and local levels;
- Inform the general public on the roles played by the European Union and Member Country in the respective project and on their mutual co-operation;
- Educate the workers who will be involved in implementation of the assistance from the ESF; and
- Support mutual exchange of information with the other entities who share in implementation of SPD 3.

Target groups

- implementing entities under SPD 3;
- potential applicants and recipient of assistance from the ESF;
- regional and local authorities and other relevant public authorities;
- professional unions and the business sphere;
- social partners;
- non-governmental not-for-profit organisations, specifically entities promoting social integration and equality of men and women, and, entities carrying out activities in protection and improvements of the environment;
- owners and organisers of projects;
- general public;
- media;
- Monitoring Committee; and
- European Commission.

5.3 CONTENTS AND STRATEGY

Articles 3.1.1. and 3.2. of the implementing provisions of the Commission Regulation (EC) no.1159/2000 require that the contents and strategy of the projected information and promotion activities be defined, in order to ensure meeting of the objectives of the relevant operational programme.

Information and promotion activities at the level of structural funds

Publicity for the ESF should be perceived in the context of the overall help provided from the structural funds. It is necessary for that reason that information and promotion activities at the level of SPD 3 include also information relating to the EU in general, its single policy of economic and social cohesion, to the structural funds as the key tool of this policy and to the missions of separate funds.

Information and promotion activities at the level of European Social Fund

The objective of the information and promotion activities at the level of SPD 3 that relates to the assistance from the ESF is to inform all of the above target groups on the ESF mission and the opportunities offered by the Fund to the development of human potential in the region of the City of Prague.

At separate projects, the share of the EU in their implementation is always duly emphasised in order to make the recipients and general public fully aware of the fact that the project is co-financed by the EU and the role played by the EU in relation with funding of events aimed at education, employment and development of human resources.

It is necessary, in the interest of achieving the improved public awareness and understanding of the ESF mission, that communication with the public is performed in a clear and lucid form. Easy accessibility of information is of the same importance. Various forms of informing the public will be used for the implementation of information and promotion activities, taking account of separate target groups and type of published information. Suitability of separate methods will be monitored on an ongoing basis, so that the CAP is implemented in the most efficient way.

5.4 TOOLS OF INFORMATION AND PROMOTION ACTIVITIES

Table 23: Tools of information and promotion activities

Tool	Form	Target group	Impact
Internet	Independent website www.esfcr.cz , with references to IBs, FB, FR	All target groups	Easy accessibility of information for all target groups (applications, instruction, guidelines, publications, novelties, media information etc.)
Printed and film materials	Brochures, information leaflets and posters, instructions for applicants, ESF bulletin, video, DVD, CD-ROM	All target groups	Easy accessibility of information for all target groups
Annual and final reports	For programme and separate projects	Monitoring Committee, EC	Information on fulfilment of program and projects, supporting information for next programming period
Seminars and training	regional	Implementing structure entities, all target groups	Support of communication flows, feedback

Information meetings	Meetings of all target groups with entities of implementing structure, media involvement	All target groups, media	Easy accessibility of information for all target groups, feedback
Conferences, trade fairs	Presentations of programme and projects in thematically focused conferences and trade fairs (international, nation-wide, regional)	All target groups, implementing structure entities	Support of communication flows, feedback
Communication with media: - press - TV - radio	Nation-wide, regional (press conferences, coverage, interviews, adverts, etc.)	All target groups	Create awareness of the opportunity to draw from ESF, on SPD 3 and on completed projects
Public opinion polls	Semi-annually at regional level	All target groups	Feedback
Advertising articles	Notepads, covers, pens, bags, stickers etc.	All target groups	Create and support awareness of programme

5.5 FINANCING

Articles 3.1.1. and 3.1.2. of the implementing provisions of the Commission Regulation (EC) no.1159/2000 require that the financing plan of SPD 3 include, under the technical assistance, amounts reserved for funding of the information and promotion activities.

The estimated indicative amount for the information and promotion activities was determined at the approximate level of EUR 235 174, i.e. equal to at least 0.2% out of the total SPD 3 budget, and will be used for funding at the regional level.

The amount may be modified in the course of the programming period, based on a reasonable justification and upon approval by MC SPD 3.

The costs of information and promotion measures implemented by FB or FR will be covered from the FB or FR budgets for projects and grant schemes.

5.6 MANAGEMENT AND IMPLEMENTATION

Articles 3.1.1. and 3.1.3. of the implementing provisions of the Commission Regulation (EC) no.1159/2000 require that administrator entities and contact persons be appointed, responsible for implementation of the Communication Action Plan.

The MA SPD 3, in accordance with Art. 5 of the Commission Regulation (EC) no.1159/2000, performs, on the basis of the partnership principle, information and promotion activities in co-operation with the other entities involved in implementation of SPD 3. In accordance with the above article, the MA also promotes mutual exchange of information and their informal co-operation.

The other entities sharing in implementation of the CAP of SPD 3 shall be understood to include: Intermediary Bodies of SPD 3 (IBs SPD 3), final beneficiaries of SPD 3 (FB SPD 3) and the Monitoring Committee of SPD 3 (MC SPD 3). Specific definitions of activities ensured by separate implementing entities are included in the Operating Manual of the MA SPD 3.

Managing Authority of Single programming document for Objective 3

Within the MA SPD 3, the information officer is the responsible and contact person for performance of the information and promotion activities under SPD 3; the officer's key functions include:

- preparation and co-ordination of the communication strategy for SPD 3;
- application of measures resulting from the Council Regulation (EC) no. 1260/1999 and Commission Regulation (EC) no.1159/2000;
- be the contact for IBs and FB at the SPD 3 level;
- be the contact for the media at the SPD 3 level;
- ensure transparency of the carried out information and promotion activities, in co-operation with the other entities involved in implementation of SPD 3;
- create a single visual image of information and promotion activities relating to the assistance from the ESF;
- perform information and promotion activities at the MA level;
- ensure support and assistance to the entities performing information and promotion activities under SPD 3 at a lower level;
- preparation of annual and final reports on performance of the information and promotion activities submitted to MC SPD 3 and of other relevant documents;
- ongoing information of MC SPD 3 and EC on performance of information and promotion activities;
- information on the activities and results of the meetings of MC SPD 3;
- evaluation of performed information and promotion activities;
- ensure efficient distribution of the funds designated for performance of information and promotion activities; and
- preparation of the annual Action Plan of Communication and Promotion.

The information officer of SPD 3 participates in meetings of the Monitoring Committee.

Intermediary Bodies

IBs SPD 3 are assigned with performance of information and promotion activities at the level of separate SPD 3 measures within their jurisdiction. Subject to the nature of the measures, IBs may implement them independently, in mutual co-operation, or, in co-operation with MA SPD 3. Information and promotion activities performed by IBs will be specified in the contracts with MA SPD 3 for delegation of activities and powers.

IBs SPD 3 are obliged to appoint a responsible and contact person that will co-operate with MA SPD 3j in implementing the information and promotion activities.

Final beneficiaries and final recipients

FB SPD 3, who are FR at the same time, are obliged to ensure performance of information and promotion activities at the project level. Announcers of the grant schemes are obliged to ensure performance of information and promotion activities for the whole grant scheme. FB/FR, i.e. recipients of funding under the grant schemes, are obliged to ensure performance of information and promotion activities at the project level.

In that, FB and FR follow the guidance of MA SPD 3. Information and promotion activities performed by FB and FR will be specified in the contracts of funding with IBs SPD 3 or FB SPD 3 (placement of the EU and ESF logos is recommended in the websites of the

recipients of assistance, as well as information leaflets and publications, and possible other press materials, including advertising and information publishing in the regional press).

Monitoring Committee

According to Art. 4 of the implementing provisions of the Commission Regulation (EC) no.1159/2000, MA SPD 3 submits annual and final reports to MC SPD 3, that shall include also a chapter dedicated to fulfilment of the information and promotion activities, while they are subject to approval by the MC. MC SPD 3 will consider specifically the quality, efficiency and effectiveness of the expensed public funds for the information and promotion activities. Providing all of the above requirements are met, the MC approves the report.

MA SPD 3 informs MC SPD 3 and EC, on an ongoing basis and in suitable manner, on performance of the information and promotion activities.

MC SPD 3 may, in the course of the programming period and upon proposal by MA SPD 3, adjust the budget designated for implementation of the information and promotion activities, subject to reasonable justification on the part of MA SPD 3.

MC SPD 3 shall ensure information in a reasonable manner on its work and significant events that will take place relating to its sessions.

5.7 EVALUATION

Article 3.1.1., of the implementing provisions of the Commission Regulation (EC) no.1159/2000 requires that criteria are defined to be used in evaluating the performed information and promotion activities.

Reviews of results of the performed work are an indispensable element of the whole implementation process of SPD 3. Successful execution of the communication campaign in future requires awareness of the effects the completed information and promotion activities have on the public, of the shift between the original plan and actual effect. Also, the ability is required to identify separate elements of the campaign that may be used again in future.

The evaluation criteria assessing the impact of the CAP SPD 3 tools on the target groups include, without limitation:

- proportion of projects selected for implementation in the total amount of the lodged application for the contribution from the ESF
- drawing of funds for separate measures (in %)
- number of events, seminars, conferences
- number of participants of events, seminars, conferences
- number of articles in dailies, number of press releases
- number of press conferences
- statistics of visitors of the website
- results of the public opinion polls in the area of improved information of the public.

Method	Target group	Implementation indicators (output)	Result indicators	Impact indicators	Tools of monitoring and evaluation	Completion date	Notes on communication methods (for projecting 2004 activities)
Internet: www.esfcr.cz	All target groups	Number of published webs Number of databases Number of database entries	Number of users/visitors Number of registered users Number of website displays	Change in level of public awareness of programme Change in public attitude to programme	Feedback (form on web)	5/2004	High information capacity. Contents unlimited, except by costs. Provide users with both brief and detailed insight of issues.
Printed materials: posters & leaflets, films and visual materials and presentations	All target groups	Number of types of printed out posters Number of types of printed out leaflets Number of films, visual presentations	Higher number of inquiries and requests for documents across infoline Number of distributed postcards and leaflets	Change in level of public awareness of programme Change in public attitude to programme		6/2004	Posters: to increase awareness, remind or create image. Leaflets: best to utilise in response to already existent demand or interest (not to create interest in the issues), may contain summary information.
Sundry publications	All target groups	Number of issued publications	Number of distributed copies Number of copies downloaded from the web	Change in level of public awareness of programme Change in public attitude to programme	Form for request for publication	6/2004	Own publications and publications for professional public.
Advertising articles	All target groups	Number of advertising article types	Number of distributed advertising articles	Change in level of public awareness of programme		7/2004	
Co-operation with media	Media	Number press conferences Number of information days/education events	Number of press interviews Number of TV interviews Number of radio interviews	Change in level of public awareness of programme Change in public attitude to programme	Media monitoring of impact- press release	ongoing	Nation-wide press: messages relating to the whole country or local/regional messages of fundamental nature. Nation-wide radio: deliver specific message to specific group. Television: awareness of the issues. Suitable for attractive placement.
Digital media	All target groups	Number of CD-ROMs	Number of distributed copies Number of requested copies	Change in level of public awareness of programme Change in public attitude to programme	Form for request for CD-ROM	6/2004	For explanation, education or creation of awareness of the issues as a whole.
Seminars and conferences	All target groups	Number of organised seminars	Number of responses to invitations to participate in seminar Number of participants: expected number f – actual number Number of requests for further information	Change in level of public awareness of programme Change in public attitude to programme	Form for seminar participants	ongoing	Space for disseminating messages and distributing publications, direct contact with people. Support to continued communication flows.
Training	Implementing structure entities	Number of organised training events	Number of participants	Higher share in implementing MA strategy.	Database of training session participants	ongoing	Detailed information will be delivered to people interested in the issues.

6 DATA EXCHANGE

Data exchange

Transfer of data between the Czech Republic and European Commission will be performed in the electronic format in accordance with the mechanisms of computer data exchange agreed between the Czech Republic and Commission. The electronic data exchange basis consists in using a single comprehensive data collection system for all operations funded from the structural funds, the Monitoring System of Structural Funds ("MSSF"). The Managing Authority of the Community Support Framework is the administrator of the above system. The Managing Authority of the Community Support Framework and Paying Authority shall ensure that the MSSF complies with the requirements of the Regulation 1260/1999 and Regulation 438/2001, specifically Art. 18, and Exhibits IV. and V. that deal with specifications of the data passed on to the Commission.

The Monitoring System of Structural Funds has been designed as the central monitoring system for complete substantive and financial monitoring. The Monitoring System is interconnected via interface to the Paying Authority and Paying unit information system (Viola management and accounting system) that monitors financial flows and keeps accounts for the funds from the structural funds. Each entity involved in implementation of the programme will have installed a suitable computer system of information collection and storing, adequate to the entity's activities and responsibilities in relation to the above support from SPD 3.

The European Commission has been working on the so-called "structural funds common database" ("SFC"). The MSSF communicates with the database through sending electronic reports defined in the so-called Vademecum of structural funds. Until the electronic signature is introduced, the batches shall be sent also in hard copies. The procedure is stipulated in detail in Annex V of Regulation no. 438/2001.

The structure of information transferred to the European Commission has been set down in outline in Annex IV, Regulation 438/2001, and includes the items that must be made available to the Commission upon request for the purpose of the documentation review and on-site review. These are the following data:

- A. Data on project
- B. Declared expenses of operations (project)
 - 1. Expenses declared by the final beneficiary that should be included in the statement of expense for the Commission
 - 2. Information on separate payments made by the final beneficiary or entity or firm carrying out the operation

The structure of items in the MSSF modules is in correspondence with the above structure of mandatory items as per the Regulation 438/2001, Exhibit IV. The European Commission confirmed, during negotiations with the Czech Ministry for Regional Development, the administrator of the MSSF, that the Monitoring systems includes all data (within the scope of the Regulations 1260/1999 and 438/2001) that should be transferred to the Commission upon request. Dates and data transfer format have been agreed. Details of procedures, who is in charge of preparing the batch, who will generate the batch, who will ratify it, at what date and in what form it will be handed over to the European Commission, are stipulated by the relevant chapter in the Operating Manual of SPD3.

7 PROGRAMME EVALUATION STRATEGY

7.1 INTRODUCTION

Regular evaluations at various stages of preparation and implementation of the programme are one of the key requirements of the European Commission serving to review the quality and effectiveness of utilisation of the provided assistance from the structural funds. The Managing Authority will therefore ensure all types of obligatory evaluation relating to the programming period 2004-2006. At the same time, the Managing Authority will also make use of other procedures above the line of the basic obligations that will provide for a systemic approach, quality of evaluation and creation of an external capacity for the purposes.

SPD 3, for the period 2004 – 2006, represents the first opportunity for the City of Prague of drawing the ESF funds. Evaluation will therefore be an important tool of verifying adequacy of the set priorities, performance of the existent or newly created implementation structures, absorption capacity of project proposers, methods and procedures of project selection and control. Evaluation will be a necessary starting point for preparation of the programme for the next planning period.

In addition to the binding (i) quantitative monitoring of separate projects and programme, the following will be performed: (ii) monitoring studies identifying complementary data and other qualitative information on the results and impacts of the programme measures, (iii) cross-section studies identifying fulfilment of horizontal themes, and, (iv) surveys reviewing the quality and capacity of the implementation and management processes.

7.2 GENERAL EVALUATION

In accordance with the European Commission requirements concerning measurements of efficient use of resources from the structural funds (Regulation 1260/99, Articles 40-43), evaluation of the programme will be carried out at all stages that are binding upon the Czech Republic. These shall include ex-ante evaluation, final evaluation and ex-post evaluation.

In view of the fact that SPD 3 has been projected for only a short period 2004 – 2006, the obligation of preparing mid-term evaluations has not been stipulated for the Czech Republic.

Ex-ante evaluation

The ex-ante evaluation process should, according to the requirements of the European Commission and relevant instructions, contribute to the improved quality of the programming documents. For that reason, the ex-ante evaluation represents rather a process of comments, discussions with the programme preparers and formulation of recommendations in the complete course of the programming documents creation. The Introductory Report on Evaluation Ex-Ante has been prepared that includes the evaluation methodology, procedures and time schedule. The Report was discussed by Work Team for Evaluation (WTE). The methodology has been handed over to the leaders of programme teams in order to enable monitoring of the requirements set out herein already during preparation of SPD 3 and its Programme Complement.

The overall ex-ante evaluation report is part of the programming document. It summarises all improvements that have been achieved based on recommendations by the evaluation team and evaluates the document from the following perspectives: adequacy of the SPD 3 strategic focus and its links to the relevant national and European strategies, internal consistency and logics of links within the programme, quality of definition and measurability of the set objectives, priorities and measures, representation of horizontal themes, expected social and economic impacts and reasonability of allocation of financial resources, quality of implementation and monitoring mechanism, links of SPD 3 to SPD 2 from the view of ensuring the synergy.

Final evaluation

The basic objective of the final evaluation will be formulation of conclusions and recommendations for the next programming period. In view of the fact that preparation of the plan for the new programming period will take place during 2006, the final evaluation will have to be completed by the end of 2005, i.e. after about one year of the programme run. It is obvious from the foregoing that the final evaluation cannot be as comprehensive as can be seen in the existent Member States.

Specification of the final evaluation contents will be the task for the evaluation unit (see below). The unit will need to decide, which of the programme results will be subjected to more detailed evaluation in relation to the pre-set objectives and needs, on which of the priorities attention will be focused, which of the measures will be evaluated in terms of their effects on individuals (effects on specific groups, aspects of qualification increases, improved position on the labour market etc.), on organisations, on improved quality of systems and structures, fulfilment of horizontal themes. Detailed evaluation will be performed specifically with regard of functioning of the monitoring system, implementation system (including the method of project selection), scope and quality of technical assistance.

Ex-post evaluation

The European Commission is responsible for the evaluation. In that, the Commission co-operates with the Managing Authority. The evaluation is carried out by an independent evaluator who has been selected through the public tender. The financial coverage will be provided from the European Commission resources.

The subject of the ex-post evaluation is utilisation of funds, efficiency and effectiveness in meeting the programme objectives, and programme effects in terms of benefits for the economic and social cohesion. The evaluation must be performed within three years from the elapsed programming period, i.e. by the end of 2009.

Ex-ante evaluation for the next programming period

In view of the fact that, according to the envisaged planning step, the programming document will need to be prepared for the next programming period until year-end of 2006, it needs to be foreseen that the ex-ante evaluation of the next programming document will have to be performed approximately by mid-2006. The financial coverage will be provided from the resources designated for evaluation in the programming period 2004 – 2006.

7.3 ORGANISATION FRAMEWORK FOR EVALUATION

Evaluations (except for the ex-post evaluation) are the **responsibility of the Managing Authority in co-operation with European Commission**. Conditions, guidelines and the overall evaluation strategy (including suitable indicators for the programme monitoring and evaluation) **are also approved by the Managing Authority. The Monitoring Committee**

discusses results of evaluation reports and also issues decisions based on the evaluation reports. In addition to that, the Monitoring Committee discusses and approves annual and final reports on performance of the programme.

The organisation framework of evaluation respects that the evaluating activities are demanding in terms of the expert resources and skills in analyses, as well as the knowledge of the national and European policies. At the same time, independence must be secured between the programme preparation and implementation on one hand and its evaluation on the other hand.

For that reason, the organisational framework has been proposed as a three-tier one:

The Managing Authority will be responsible for the complete evaluation process and its organisation. The MA will be responsible for the terms of reference (TOR) formulation serving the purposes of selecting the independent evaluation unit, for selection of independent external evaluators and for monitoring of completion of tasks within the evaluation. The MA will discuss the necessary agenda with the Monitoring Committee and with the European Commission. It will co-operate with the Work Team for Evaluation.

Independent evaluation unit – will be selected through the tender at the beginning of the programme implementation. The evaluation unit will be assigned with the complete course of evaluation. This will enable timely preparation of the necessary steps to satisfy the requirements of the final evaluation. These will include, without limitation:

- detailing of the methodologies for separate evaluating tools (polls, monitoring studies, quality surveys, focus groups), and
- submission of proposals for further specification and modifications of the monitoring system with regard of its utilisation for the needs of evaluation.

In addition to the above methodological activities, the independent evaluation unit will, based the terms of reference, prepare reports as part of the final evaluation and will also carry out some of the part surveys and studies. In performing that, the unit will be authorised to commission certain surveys, monitoring studies, polls etc., from independent part-evaluators and will select such evaluators in accordance with the Public Procurement Act. At selection of part-evaluators, the unit will co-operate with the Work Team for Evaluation and the Managing Authority.

Part-evaluators – will be selected through the tender and will carry out part monitoring studies, polls and evaluations, including their analyses. They will transfer the results to the evaluation unit and will co-operate with it in the methodological and other issues.

Work Team for Evaluation of the HRD and employment programmes (WTE) was established upon recommendation by the European Commission⁵ in June 2002, by the Monitoring Committee for the human resources development programmes as the Committee's technical body.

The contents of activities of the Workgroup are defined by the statutes and focus primarily on the development and harmonisation of methodologies and procedures for the programme evaluation in all its stages (i.e. ex-ante evaluation, mid-term evaluation and final evaluation), on assessments of the evaluation results, dissemination of information and on sundry activities leading towards development of external capacities, exchange of experience and good practice examples.

The WTE has been considering mostly draft procedures and evaluation methodologies, the structure and definitions of monitoring indicators and reports on the ex-ante evaluation of OPHRD a SPD 3. The WTE has been also proposing options to the Monitoring Committee for the HRD programmes, of solutions to contingent identified deficiencies. The workgroup's chairperson is a MLSA representative sitting on the (currently already wound up) Monitoring

⁵ Guidelines for systems of monitoring and evaluation of ESF assistance in the period 2002 - 2006

Committee for the HRD programmes, while the members consist of representatives of partner ministries (MLSA, MEYS, MRD, MIT), the Czech Statistical Office, Czech statutory regions, research institutions and independent evaluators (the National Observatory of Employment and Education, research institutions, universities etc.).

The current workgroup will, notwithstanding the termination of the Monitoring Committee for the HRD programmes, continue its operation. It will be complemented with additional new members in order to reinforce its expert competencies and, upon appointment of the Monitoring Committee for OPHRD, it will become a workgroup of that Monitoring Committee as well as of the Monitoring Committee of SPD for NUTS 2 Objective 3 Prague. This solution has been envisaged first, because both of the programmes have a similar focus and similar evaluation procedures should be employed and, second, the range of experts has not so far enabled creation of two quality workgroups without an overlapping membership.

7.4 LINK TO MONITORING

It is important for evaluation to have available relevant information in relevant time. Quantitative data will provide a basis of information used for evaluation and will be collected under the monitoring.

Data collection

Responsibility for the **data collection** rests with the Managing Authority that is responsible for introduction of the single information system (MSSF) serving to gather reliable financial and statistical data and information on performance of assistance under SPD 3 for all entities that monitor fulfilment of the programme. The monitoring data will be gained from the application forms and final project reports, but will be also a matter of regular reporting by final beneficiaries. All data on the projects and programmes (including defined indicators) will be stored in the central database of the MSSF (Monitoring System of Structural Funds), which will be administered by the Ministry of Regional Development (MRD) that is responsible for monitoring of the structural funds. Methodological management and administration of the database will be performed by the MRD. The database will enable three types of connection: connection by governmental departments, connection outside a governmental department, connection of regions. The access will be ensured for the Independent evaluation unit and other evaluators to the required information from the database. The data for the needs of evaluation will be obtained from the pre-defined data reports that will form part of the MSSF system, as well as from the ad hoc reports enabling single-purpose processing of the data from the central database. The MSSF has been undergoing pilot testing under the pre-structural funds (PHARE, ISPA, SAPARD).

The procedure in setting down monitoring indicators for SPD 3 was based on the **partnership approach and consultations** within workgroups established for separate measures. Consultations were carried out also within the Work Team for Evaluation, in which issues were discussed of selecting relevant indicators with account of the cogency of contents and results of the programme and its separate priorities. Also, the methodology was discussed of expressing the gross and net effects of the programme and priorities.

Monitoring indicators

Indicators of input, output and impacts are set at all levels, i.e. at the programme level, for separate priorities and separate measures.

The **core indicators** were defined as a certain minimum number of indicators of nature of the outputs in which a **single methodology, definition of measurement and also additionality** have been determined down to the programme level. The indicators have been determined in the manner enabling more detailed description of the **individuals** supported by the programme, **organisations** that have obtained the support and **number of projects** under separate measures.

The individuals are analysed in the manner enabling differentiation of clients for the service from the service providers and persons supporting provision of services that may also obtain support under the same measure. All individuals (both clients and providers) are monitored by gender (total, men, women). The individuals – clients for the services are further analysed in the manner enabling focusing of the programme from the perspective of supporting the equal access to the labour market. For that reason, the individuals are monitored by basic groups that show a specific disadvantage on the labour market: young people aged up to 25, older people aged over 50, individuals with a handicap, long-term unemployed and also low-qualified individuals. In terms of their position on the labour market, the individuals – clients for services are analysed as follows: employees, the self-employed, long-term unemployed, other unemployed, other.

The supported organisations are analysed, first, by type (large enterprises, small and medium enterprises, public administration bodies, other public organisations, non-governmental not-for-profit organisations, other) and, second, by their activity type (education and counselling/guidance organisations, organisations providing employment services, organisations providing social services, organisations supporting provision of such services, other).

It is obvious from the above, that the indicators differentiate between the direct support to individuals and organisations, and, indirect support that is provided under the measures aimed at improved quality of systems. We currently consider important the indicators monitoring the service providers (both individuals and organisations) supported in the framework of the systemic measures, as they enable an insight of the capacity development of the relevant service sector and, by that, also the future absorption capability and improvement of quality and efficiency of future programmes linked to the ESF.

The joint **core indicators** include also the indicators providing an insight of fulfilment of the **horizontal themes**. For the purpose of monitoring the aspects of the information society development, the output indicator has been included of the number of participants of the courses with the information technologies element; the result indicator of the number of newly established courses with the information technologies module, and; the impact indicator of the employment in the ICT sector as a proportion in the total employment. Monitoring of the environmental aspects is ensured at the output level using the indicator of the number of created and accomplished courses with an environmental element, and, at the result level, the number of newly established courses with an environmental module. For monitoring equal opportunities, also the numbers of women are consistently set out for all indicators relating to individuals, including the data on the specific citizen groups. Horizontal themes will be also monitored using the following contextual indicators: percentage of citizens regularly using the Internet, proportion of sorted waste, and, proportion of women entrepreneurs.

The periodicity of indicator collection will reflect both the needs of monitoring and possibilities of obtaining relevant data in the course of the short programme. Collection of the input indicators (financial data) and output indicators will be performed quarterly as the most frequent data turnover will occur in this area. The result indicators will be collected annually.

The impact indicators are most often relying on the data from the monitoring studies. This why the indicators, given the short duration of the programme and the need of ensuring data for the final evaluation, will be collected during 2005 (see monitoring studies below).

The core indicator database will enable to aggregate the indicators from the measure level down to the level of separate priorities and then to the programme level. Access to the database will be ensured for individuals responsible for evaluation. The Managing Authority will ensure that information can be obtained from the database sorted according to any requested time section and arranged in flexible reports according to the chosen analytical aspects, in order to be suitable for evaluation.

7.5 OTHER SOURCES OF DATA FOR EVALUATION

In addition to the data obtained from monitoring, also other information sources will be used for evaluation. From such sources, particularly qualitative information will be gathered on impacts on separate specific groups of the programme participants, information documenting the permanent nature of effects, information on contextual conditions affecting the programme results. They will include:

- Reports and conclusions of **inspection visits** of the implementators of the projects performed by final beneficiaries.
- **Monitoring studies** – surveys among the participants from target groups:

Such studies will review the programme effects on separate individuals, analysed by their participation in various types of measures, their membership of specifically specific groups etc. Also monitored will be the forms of impact, social consequences of the assistance under the programme, relevant aspects of horizontal themes (namely specific benefits for equal opportunities, benefits with regard of the information society and access to information technologies). Surveys will be carried out using direct or over-the-phone interviews.

- **Polls/surveys among supported organisations** (employment offices, small and medium enterprises, education institutions, not-for-profit organisations). The polls will be carried in relation to the public institutions where very good rate of response is ensured, using the electronically distributed form. In relation to the other organisations, direct interviews and telephonic surveys will be used.
- **Statistically monitored data**, describing the development on the labour market, employment policy, education (Czech Statistical Office, sample surveys of the workforce, Ministry of Labour and Social Affairs – so-called OK Work system, Institute of Information in Education), will be used to analyse the context and to determine the average or initial level to serve as the comparative basis.
- **Studies verifying the quality of implementation** (partnerships, dealing with reviews, course of financial flows, selection of projects, transfer of information ...) will be performed in the following forms:
 - questionnaires distributed by mail or electronically to the project managers/project proposers,
 - polls/surveys among the professionals in the decision-making segment and key institutions (a combined method will be used of distributed questionnaires and telephone interviews).
- **Case studies** - will verify the programme benefits for implementation of horizontal themes. They will be based on the data from monitoring, monitoring studies (see above),

statistical data and, in case of need, from special surveys for the purposes of the respective study.

- **Polls/surveys of experts** – questionnaire polls (combination of questionnaires by mail and telephone interviews) among experts focused on a specific theme, verification of specific impacts of the programme.
- **Focus groups** composed of various groups of professionals and key partners, focused on assessing the efficiency of the programme in the light of defined priorities and specified issued. An effort will be made to compare also the programme’s effects in the parts of the City of Prague with the different social and economic context.

In view of the necessity to prepare the final evaluation within a considerably short time (by the end of 2005 – see point 1 above for details), an adequate scope should be determined of the performed monitoring studies, thematic studies and polls.

7.6 TIME SCHEDULE

Ex-ante evaluation of programming document	December 2002
Preparation of study, survey etc methodologies.	3/2004 – 6/2005
Analysis of data from monitoring	year-end 2004, 2005
Monitoring studies of individuals – programme participants.....	year-end 2005
Polls/surveys among institutions.....	year-end 2005
Organisation of focus groups	2005
Implementation studies.....	2005
Case studies	2005
Final evaluation	12/2005
Ex-ante evaluation of program for next period	9/2006

7.7 DISTRIBUTION OF EVALUATION RESULTS

Evaluation reports should be structured in the manner enabling use of the evaluation results for the following **purposes**:

- Information of the Managing Authority, Monitoring Committee and European Commission on the programme evaluation results;
- Recommendation for the next programming period: recommendations on content changes of the programme (what should be changed, boosted or scaled down), recommendations on programme management, recommendations on monitoring;
- Recommendations on the National Employment Policy;
- Analyse and create a stock of good practice examples and experiences.

An important element of the evaluation strategy is to ensure the broadest possible distribution of the evaluation results, at several levels. The objective is to support increased effectiveness of the programme itself and to make use of its results, as well as encourage general information of the public and, in particular, of the potential proposers of projects. By that, the absorption capacity of the European Social Fund utilisation will increase, which represents an important aspect in the current conditions of the less developed Czech institutional background. Distribution of the evaluation results will be ensured by the Managing Authority under the general strategy of disseminating information on the programme.

Evaluation results will be distributed through:

- Websites, at which links will be placed to the websites of the Czech Ministry of Labour and Social Affairs and WTE (Work Team for Evaluation). Via the Internet, the interests will be able to obtain evaluation reports, supporting figures that may be used as benchmarking; conclusions of supporting evaluating analyses and monitoring studies; results of monitoring reports; and, all prepared documents and products;
- Materials containing generalised experience and detailed good practice examples;
- Seminars and workshops;
- Discussions within the expert thematic groups; and
- Participation in international discussion forums.

7.8 COST OF EVALUATION STRATEGY

A document of the European Commission (Working Paper No. 8, pg. 10) stipulates that the funds expended for evaluation shall be not less than 0.1% of the annual budget for the operational programmes.

It should be noted that, under the Czech Republic conditions, evaluations of programmes are just commencing and that adequate funds will have to be spent on developing the evaluation tools, establishment of monitoring studies, surveys aimed at companies and organisation involved in the programme, surveys monitoring the systemic nature impacts, thematic studies, polls and questionnaire surveys. In this sense, the costs will be related not only with performance of all necessary studies and surveys, but certain funds will have to be allocated also for preparation of methodologies (e.g. preparation for commencing monitoring studies took 18 months in the U.K.), for specification of the size and structure of the respondent samples (in order to guarantee objectivity of surveys and the related information value), unification of procedures etc. In terms of the evaluation objectives, verification will need to be performed also of the monitoring system, reasonability of the number, structure of indicators etc. and possible changes should be proposed.

The launch of the whole evaluation system will be very challenging due to the above reasons. The share of the evaluation designated funds will require to be covered with at least 0.25% out of the total programme budget, in order to cover all necessary activities for the quality evaluation of the programme.

In addition to the above expense, resources for the technical assistance will need to be reserved for covering the cost of communication with the databases of the MSSF monitoring (Benefit, Monit, Central). These are activities related to obtention of data from the database arranged in defined reports for the needs of evaluation and to ensure the feedback between the evaluation of results and possible adjustments of the structure of indicators. The activities will be guaranteed by the Managing Authority that will ensure reservation of relevant funds within the technical assistance for the purposes.

8 DEFINITIONS OF TERMS

Active employment policy – the active employment policy is understood to mean, in accordance with the Act no. 1/1991 Coll., On Employment, a set of measures aimed at ensuring the balance on the labour market. The active employment policy is ensured using the funds designated specifically for the employment policy. Under the active employment policy, the Ministry of Labour and Social Affairs and employment offices may contribute for the active employment policy tools as stipulated by the above act (such as requalification, support of people with handicaps) and by special legislation, as well as for the programmes and measures of the regional nation-wide nature, including international employment programmes.

Lifelong learning – according to the Council Resolution (EC) no. 163/2002 of 27 June 2002, lifelong learning must include learning from the pre-school to retirement age, including the whole range of formalised and non-formalised education. Lifelong learning should be understood as any education activities performed throughout the life, with an aim of improving the knowledge, skills and qualifications from the personal, civil, social and professional point of view. Equal opportunities and quality of learning represent important principles for an individual as a subject of lifelong learning.

Target groups – groups of individuals or organisations on whom the respective measure is focused, or who are the recipients of the assistance under the measure.

Programme complement – a document that implements the programme strategy and priorities and contains detailed elements of the programme at the measure level. The complement and its modifications are approved by the Monitoring Committee. The complement is sent to the European Commission for information.

Global Grant – a simplified grant scheme that will be used for allocation of funds for performance of small projects, based on an invitation with clearly set participation terms and conditions. The Global Grant is primarily used to provide assistance to local development initiatives.

Grant scheme – a framework plan of implementation of a measure or its part. Grant schemes may be used to provide support to the business entities, but also to the public authorities and not-for-profit organisations. Presenters of grant schemes include final beneficiaries of the grant schemes.

Final beneficiary – is defined by the Regulation 1260/1999, Art. 9, as a public or private entity responsible for ordering and implementation of the project. In the event of assistance provided by authorities appointed by Member States, final beneficiaries will be the authorities that provide the assistance.

Final recipient – an entity that will receive a subsidy and implement the project. Under the grant scheme, for example, the final recipient may be a small and medium enterprise that receives support for performance of a specified event. If the grant scheme is not the case, the entity will be identical with the final beneficiary.

Small and medium enterprises (SMEs) – are defined in Annex I, Commission Regulation (EC) no. 70/2001, On support of small and medium enterprise⁶. In the Czech Republic, the definition has been assumed into the Act no. 47/2002 Coll., On Support of Small and Medium Enterprise.

Monitoring – means tracking of the results of projects by the Intermediary Bodies, entities of the SPD 3 implementing structure and by the Managing Authority from the perspective of

⁶ As of 1 Jan. 2005, the SME definition will be modified within the Regulation no. 70/2001, while the current Annex I will be replaced by the Commission Resolution no.. 361/2003 of 6 May 2003.

achievement of the set objectives. Monitoring further consists in presentation of regular reports by the Monitoring Committee on the progress in implementation of the whole programme, namely on the scope of fulfilment of the programme objectives.

Monitoring Committee (MC) – The Monitoring Committee is obliged to monitor fulfilment of the programme and its efficiency, as well as correctness of performance of the assistance from the ESF. The MC participates also in considering and approvals of proposals relating to the programme complement, selection of projects and fulfilment and discharge of the programme. The MC is established in accordance with the partnership principle, while its members include representative of the MA, partner ministries, statutory regions, social partners, non-governmental not-for-profit organisations, Paying units and Paying authority. Representatives of the European Commission participate in the MC sessions in the counselling capacity; furthermore, also additional individuals may be invited to be present to the discussion.

Monitoring System of Structural Funds – an information system of the Managing Authorities that enables monitoring of implementation of programmes funded through the Structural funds, Cohesion Fund and pre-accession assistance tools (Phare, ISPA and SAPARD). The SPD 3 Monitoring system is similar to the monitoring system of the Structural funds in the Czech Republic (MSSF). The MSSF will enable monitoring of administration and performance of projects under SPD 3 using a related system (MONIT administration system) and is linked to the information system of the Paying Authority (Viola management and accounting system). By this, also ongoing monitoring of financial flows is ensured. The MSSF consists of three levels – Benefit, Monit and Central.

MSSF Benefit – an information system primarily reserved for the applicants to generate and fill in their applications.

MSSF Central – an information system serving to monitor the programme at the Managing Authority level and generate data exports into the single database of the EU structural funds EU (SFC).

MSSF Monit – an information system serving to administer applications for structural funds, that is used by separate implementing units.

Non-governmental not-for-profit organisations NGO

- a) civic associations operating in accordance with the Act no. 83/1990 Coll., On Civic Associations;
- b) publicly beneficial organisations, incorporated in accordance with the Act no. 248/1995 Coll., On public serving organisations;
- c) religious legal persons incorporated in accordance with the Act no. 3/2002 Coll., On Churches and Religious Corporations, is they provide health, cultural, education and social services or social and legal protection of children;
- d) foundations and foundation trusts incorporated in accordance with the Act no. 227/1997,
- e) non-governmental not-for-profit special-interest associations of the legal persons , etc.

Partnership – a relation between two or more entities that has been based on their shared responsibility in preparation and implementation of a project funded from the ESF. Expenses incurred by partners of the applicants that participate in creation and implementation of projects are eligible as allowable expenses of the project. For the purpose of determining shares of the partners in implementation of the project, a contract must be signed between the applicant and partners.

Paying Unit – based on an agreement, the PU discharges certain activities of the Paying Authority (payment functions in relation to the final beneficiaries). The Paying unit functions cannot be delegated any further.

Paying Authority – a body responsible for the overall financial management of the funds provided to the Czech Republic from the structural funds and Cohesion Fund.

Business entity – is defined in accordance with the provisions of Sect. 2(2), Act no. 513/1991 Coll., Commercial Code.

Project – a time-limited and focused activity, carried out by the final beneficiaries (final recipients) for the purpose of achieving the required result under the Programme; these are specific events/actions performed by the final beneficiary (final recipient) and funded through the ESF.

Managing Authority (MA) – The Managing Authority is fully responsible for correct and effective programme management and for performance of assistance from the ESF in accordance with the EU legislation and national standards. The MA SPD 3 role is performed by the Czech Ministry of Labour and Social Affairs that is responsible under the programme for ensuring information, publicity, programme's programming, co-ordination, management, monitoring, evaluation and control. Functions of the Managing Authority SPD 3 are discharged by the Department of ESF Assistance Management.

Social partners – include representatives of employees (trade union bodies and organisations or other organisations with legal personality that represent employees, including the European Employee Council or other procedures serving to inform employees and consult with them), as well as representatives of employers and organisations associating employers, specifically in the issued of collective bargaining and other industrial relationships.

Budget administrator – a senior employee of an organisational function who is responsible for administration of the budget of a public administration authority or another employee authorised to that effect by the manager of the public authority. There is always only one budget administrator within the public administration authority. In case of the Czech Ministry of labour and Social Affairs, the budget administrator post is performed by the Finance Department Director.

Public support – is understood to include any form of support provided in the manner that interferes with or threatens to interfere with the competition by preferring a specific enterprise or industry to an extent that may affect the trade between the Czech Republic and Member States. The EU initial rules applicable to provision of public support (so-called "state aid") are defined by Articles 87-89 of the EC Treaty. The general ban on provision of public support shall apply, unless provided otherwise by the relevant legislation, or unless an exception is awarded by the Czech Republic Office for Protection of Competition. During the pre-accession period in the Czech Republic, the issue of compatibility of public support with the Czech commitments arising from the EC Treaty is governed by the Act no. 59/2000 Coll., On Public Support, as amended. In the post-accession period in the Czech Republic, provision of public support shall be governed by the rules as per Art. 87-89, the EC Treaty.

Contractor (supplier) selection – for a contract not exceeding the amount of CZK 2 mio in total, selection of the contractor shall follow the rules stipulated by the Managing Authority Manual, or, Instructions for applicants. For contracts exceeding the amount of CZK 2 mio, selection of the contractor shall be performed in a standard manner in accordance with the provisions of the Act no. 40/2004 Coll., On Public Procurement.

Intermediary Body – based on agreement, performs delegated activities of the Managing Authority in relation to the final beneficiaries and reports to the MA.

9 LIST OF ABBREVIATIONS

AC	apprenticeship centres
AEP	active employment policy
CAP	Communication Action Plan
CAS	Czech Academy of Science
CCCP	Corporation of the Capital City of Prague
CP	City of Prague
CR OPC	Czech Republic Office for Protection of Competition
CSDF	Civil Society Development Foundation
CSO	Czech Statistical Office
EC	European Commission
EEC	European Community
ESF	European Social Fund
EU	European Union
EUF CCCP	EU Funds Department of the Corporation of the Capital City of Prague
FB	final beneficiary
FR	final recipient
HRD	human resources development
HVS	higher vocational school
IB	Intermediary Body
MA	Managing Authority
MC	Monitoring Committee
MEYS	Ministry of Education, Youth and Sports (Czech)
MIT	Ministry of Industry and Trade (Czech)
MLSA	Ministry of Labour and Social Affairs (Czech)
MRD	Ministry of Regional Development (Czech)
MSSF	Monitoring System of Structural Funds
NDP	National Development Plan
NGOs	non-governmental not-for-profit organisations
NUTS	Nomenclature des Unites Territorial Statistiques
OPHRD	Operational Programme of Human Resources Development
PA	Paying Authority
PESA	Public Employment Services Administration
PS	primary school
PU	Paying unit
RCW	reduced capacity for work
SME	small and medium enterprises

SPD 3	Single Programming Document Objective 3
SS	secondary schools
SVS	secondary vocational school
TI	tourist industry
UCSSP	Urban Centre of Social Services and Prevention
WTE	Work Team for Evaluation