|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Compliance with the Ex-ante Conditionalities Defined by the European Commission as a Necessary Prerequisite to Draw Funds from the OPT 2012 – 2020**  Road and Motorway Directorate | | | | | | | | |
|  | Adequate administrative capacity in the area | Yes/No | The role of the subject in the implementation structure and the scope of its involvement | Job types created n frame of the particular subject, guaranteeing the fulfillment of activities relevant to particular requirements, and the classification of these jobs within the organization | Assessment whether the activity in question may be governed by the existing organizational model (whether there is sufficient capacity or whether the organizational changes are needed), or, eventually, a plan and scheduling of the necessary changes | Number of employees in relevant job types | Assessment whether the current number of employees is sufficient or whether the increase in headcount is necessary. Information concerning the planned schedule of the capacity increase | Training, assessment and motivation system | Overall assessment of the subject's capacity to guarantee the activity in question and other identified human resources risks (including proposals of how to eliminate them and schedules of relevant measures to be taken) |

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 1 | **Tender procedures** |  | | RMD covers both the preparation and implementation of all OPT related tender procedures | ***Directorate general – administrative section/ public tenders branch***  **Public tenders branch**  Public Tenders Department  Public Tenders Administration Department  Public Tenders Methodology and Audit Department  Type positions: public administration/ Assests management officer  ***Administrations and Indrustries***  Public tenders are administered within Economic Section  Job types: Assests management officer | Current organizational model is convenient. | **Directorate:**  13  ***Administrations and Indrustries***  Approx 2-3 employees in the section, a total number of approx. 40 | **Directorate:**  + 3 specialists – methodology and auditing  ***Administrations and Indrustries***  + 8 employees to carry out special administrative tasks related to tendering procedure | The RMD CR training, assessment and motivation system strategies are governed by the internal rules and by the supporting Methodological recommendation for human resource development in 2014-2020 and in 2007 – 2013 (June 2014, Ministry of Regional Development).  Solutions centralized through the Administrative section, Human resources and Payroll branch.  ***Directorate General - human resources and payroll branch***   * defining the Human resources administration conception in frame of the particular Organization * setting up the conception of systematization and the human resources management conception based on the human resources policies as defined by the Director-general * providing for the training of the particular Organization's employees * classifying employees into pay grades and defining individual salaries * setting up methodological guidelines for the field of planning and agenda development in relation to the State Fund for Transport Infrastructure and subsidies * setting up the conception of compensation for the particular Organization, based on the human resources management conception as defined by the Director General * supervising the compliance with limits as set by the founder * compensating employees of the Organization * working on and assessing the remuneration and budget chapters of the proposal * running the payroll office   monitoring the flow according to the defined limits | The organizational model based on the cooperation of the Public Tenders Branch of the Directorate General and the tendering units within the Economic Sections, established in frame of individual Administrations and Industries, works in a nation-wide scope. The functioning of this system (activities carried out as well as their distribution) is convenient. The capacities of the Public Tenders Branch of the Directorate General are to be enhanced as a result of growing requirements in the field of methodological backup and auditing. The capacity of regional organizational units administrating particular public tenders, furthermore, may also be enhanced depending on the local and temporary concentration of significant investments related to the finalizing of the backbone communications construction. The level of employee expertise reflects the possibilities of a State-funded organization (salaries, (lack of) attractiveness of the work in the State sector, etc.). Outsourcing as a solution of insufficiencies in capacity and expertise in this field is possible solely in cases of concrete, legally complicated cases. The character of the activities to be carried out taken into consideration, it is not desirable to use external sources because there is a threat of a conflict of interests (public investor's interests vs. a business entities” interests). Adoption of measures such as changing the State-funded organization into another legal form (state-owned enterprise, joint-stock company), reinforcing the autonomy of the State investor or a system-based guarantee of adequate employee motivation fall under the competencies of the founding organization, i.e. Ministry of Transport of the Czech Republic. Internal organizational changes in frame of the RMD CR are going on continually. The aim of these changes is to reflect the experience and take into consideration the changes within the legal and other environments and, doing this, to define an adequate model that would enable to put up a fully functional organization, capable to efficiently assign work to individual sections of the DG as well as to distribute it among the Directorate General and regional offices. As for the centralization or, as the case may be, decentralization of capacities, the computerization of the public tenders administration is the key factor (electronic tenders, etc.). |
| 2 | **Fulfillment of the requirements ensuing from the legislation relevant to the environmen-tal protection** | |  | RMD guarantees the fulfillment of all legal requirements in the area, both during the preparation and implementation phase | ***Directorate:***  **Construction section**  Autonomous environment department  *Type positions:* public administration examiner  ***Administrations and Indrustries***  Construction section in frame of the preparátory works  *Type positions:*  Public/ asset administration examiner, investment examiner, design planner | Current organizational model is convenient. | **Directorate:**  8  ***Administrations and Indrustries***  Construction section in frame of the preparatory works | **Directorate:**  Construction section - +3 specialists - EIA | See above | The organizational model based on the cooperation of the environment branch of the Directorate General and the construction section constituted in frame of individual Administrations and Industries functions on a nation-wide basis and is, from the perspective of activities carried out and their division, convenient.  The requirements concerning the activities carried out in the area of construction in the area of preparation, implementation and financing of the constructions, it is necessary to consider the capacity increase of these sections. This concerns mainly the cases of local and time concentration of significant investments in frame of the finalization of backbone communications. The level of employee expertise reflects the possibilities of a State-funded organization (salaries, (lack of) attractiveness of the work in the State sector, etc.). Outsourcing as a solution of insufficiencies in capacity and expertise in this field is in some cases inefficient and create often potential conflicts of interests (public investor's interests vs. business subject's interests). Adoption of measures such as changing the State-funded organization into another legal form (state-owned enterprise, joint-stock company), reinforcing the autonomy of the State investor or a system-based guarantee of adequate employee motivation fall under the competencies of the founding organization, i.e. Ministry of Transport of the Czech Republic. Internal organizational changes in frame of the RMD CR are going on continually. Their goal is to use the experience and take into consideration the changing legal and other environments (construction act, possibilities of property settlement, EIA process, public tenders) and to find a relevant model of a fully functioning organization and an efficient division of work among individual sections and between the DG and regional offices. |
| 3 | **Preparation of high quality projects (“project pipeline”) and their promotion, i.e. the process of preparation and implementation of projects** | |  | RMD guarantees, according to the Ministry of transport strategy, both preparation and implementation of the projects | ***Directorate***  **Conception and technical back-up department**  Conception and territorial development plan department,  Bohemia  Technical backup department, Bohemia  Conception and territorial development plan department,  Moravia  Technical backup department, Moravia  **Construction planning branch**  Foreign assistance department  Construction planning and register department  **Investment planning a** **realization department**  Construction realization department  Construction investment planning department  *Type positions:*  Public/ asset administration examiner, investment examiner, design planner  ***Administrations and Indrustries***  Construction section  *Type positions:*  Public/ asset administration examiner, investment examiner, design planner | Current organizational model is convenient. | **Directorate**  Construction section – 48  ***Administrations and Indrustries***  Approx. 50 % of the construction section employees, in total approx. 98 | ***Directorare***  Construction area  +3 specialists – additional work and project documentation monitoring  +3 specialists – OPT related issues  ***Administration and Industries***  Project documentation preparation and project backup: + 8-9 employees | See above | The organizational model based on the cooperation of the Construction section of the Directorate General and the construction branches within individual administrations and industries works in a nation-wide scope.  The functioning of this system (activities carried out as well as their distribution) is convenient. The capacities of the construction section are to be enhanced as a result of growing requirements in the field of preparation and financing of the construction works.  This applies mainly to cases of local and temporal concentration of significant investments in frame of the finalization of backbone communications. The level of employee expertise reflects the possibilities of a State-funded organization (salaries, (lack of) attractiveness of the work in the State sector, etc.). Outsourcing as a solution of insufficiencies in capacity and expertise in this field is in some case inefficient and it often creates potential conflicts of interest (public investor's interests vs. a business entities” interests).  Adoption of measures such as changing the State-funded organization into another legal form (state-owned enterprise, joint-stock company), reinforcing the autonomy of the State investor or a system-based guarantee of adequate employee motivation fall under the competencies of the founding organization, i.e. Ministry of Transport of the Czech Republic. Internal organizational changes in frame of the RMD CR are going on continually. The aim of these changes is to reflect the experience and take into consideration the changes within the legal and other environments and, doing this, to define an adequate model that would enable to put up a fully functional organization, capable to efficiently assign work to individual sections of the DG as well as to distribute it among the Directorate General and regional offices. |
| 4 | **Financial management of the projects** | |  | The RMD finances both the preparation and implementation of the projects. | ***Directorate* - construction section and economic section**    **Construction section**  **Construction planning branch**  Foreign assistance department Construction planning and register department  **Investment planning and realization department**  Construction realization department  Construction investment planning department  **Economic section**  **Financial management department**  Financial management unit    **Accounting and property administration department**  Accounting unit  Asset and tax registration unit  *Type positions:*  Public/ asset administration examiner, investment examiner, financial examiner, accountant  ***Administration and Industries***  **Construction and economic section**  *Type positions:*  Public/ asset administration examiner, investment examiner, financial examiner, accountant | Current organizational model is convenient. | ***Directorate***  construction and economic section - 54  ***Administration and Industries***  50% approx. of the construction section and economic section employees, a total of 148 approx. |  | See above | The organizational model based on the cooperation of the Construction section of the Directorate General and the construction branches within individual administrations and industries works in a nation-wide scope.  The functioning of this system (activities carried out as well as their distribution) is convenient. The requirements concerning the activities carried out by the DG sections in the area of coordination and control in frame of project and financial management taken into consideration, it is necessary to consider the capacities of these sections. The level of employee expertise reflects the possibilities of a State-funded organization (salaries, (lack of) attractiveness of the work in the State sector, etc.). Outsourcing as a solution of insufficiencies in capacity and expertise in this field is in the case of financial and process management inefficient and would be difficult to use when the decisive role of these processes in frame of the functioning of the organization is taken into consideration. Adoption of measures such as changing the State-funded organization into another legal form (state-owned enterprise, joint-stock company), reinforcing the autonomy of the State investor or a system-based guarantee of adequate employee motivation fall under the competencies of the founding organization, i.e. Ministry of Transport of the Czech Republic. Internal organizational changes in frame of the RMD CR are going on continually. Their aim is to define an adequate model that would enable to put up a fully functional organization capable to efficiently assign work to individual sections of the DG as well as to distribute it among the Directorate General and regional offices and insure maximum efficiency. |
| 5 | **Maintenance and management of established infrastructure**  **(administrative, technical and financial) / Complex systems management in the given transport sector (ITS, such as ERTMS)** | |  | RMD is responsible for the maintenance and management of the established infrastructure. | ***Directorate -*** ***operations section***  **Highway administration branch**  Highway administration department Bohemia  Highway administration department Moravia  Highway reconstruction department Bohemia  Highway reconstruction department Moravia  Expert department  Rest areas department  **Maintenance branch**  Road administration department  Highway administration and maintenance center  management department  Road data bank and National Transport Information Center  branch  Data preparation and data collection department  *Type positions:*  Asset management officer, technician, administrator / / design planner / Information and communication technologies analyst  ***Administrations and Industries, Highway administration and maintenance center, Motorway administration and maintenance center***  operations section, Highway/Motorway administration and maintenance center,  Bridge stopgap center  *Type positions:*  Asset management officer, technician | The current organizational model is convenient. | ***Directorate***  Operations section - 140  ***Administrations and Industries, Highway administration and maintenance center , Motorway administration and maintenance center***   * 1007 | ***Directorate l - operations section***  8 specialists - rest areas, tunnels, closures, tender procedures  ***Administration and Industries***  12 employees to ensure the corrections and tender procedures | See above | The organizational model based on the cooperation of the Operations section of the Directorate General and the operations branches within individual administrations and industries works in a nation-wide scope.  The functioning of this system (activities carried out as well as their distribution) is convenient. The requirements concerning the activities carried out by the DG sections in the area of the growing scope of the infrastructure taken into consideration, it is necessary to enhance the capacities of these sections. This concerns mainly the cases of local and time concentration of significant investments in frame of the finalization of backbone communications. The level of employee expertise reflects the possibilities of a State-funded organization (salaries, (lack of) attractiveness of the work in the State sector, etc.). Outsourcing as a solution of insufficiencies in capacity and expertise in this field is in some cases inefficient and create often potential conflicts of interests (public investor's interests vs. business subject's interests). Adoption of measures such as changing the State-funded organization into another legal form (state-owned enterprise, joint-stock company), reinforcing the autonomy of the State investor or a system-based guarantee of adequate employee motivation fall under the competencies of the founding organization, i.e. Ministry of Transport of the Czech Republic. Internal organizational changes in frame of the RMD CR are going on continually. Their aim is to, in relation to the growing transport infrastructure, find a convenient model guaranteeing the organization is fully functional and that there is an efficient distribution of work among individual sections and the DG and regional offices. |
| 6 | **Internal procedures enabling to efficiently monitor the projects, identify possible delays, and guarantee the public tender procedure**  **Internal procedures enabling to timely detect issues in project implementaion** | |  | In the implementation structure of the projects co-financed from the EU funds, comprising institutions such as Ministry of transport, the state fund for transport infrastructure, ministry of finance, ministry of regional development. These institutions carry out the ex ante control, ongoing monitoring and follow up control, the RMD is responsible for the internal control and monitoring of prepared and implemented projects and cooperates with the above institutions  RMD is responsible for an ongoing technical and financial monitoring of the implementation of the projects in order to timely detect any possible issues | ***Directorate General - Construction section, economic section, Construction quality control section,***  ***Internal audit and control section***  **Construction quality control section**  Technical control of constructions branch  Technical control of constructions department Bohemia  Technical control of constructions department Moravia  Autonomous technical development department  Autonomous expertise department  Autonomous testing department Prague  Autonomous testing department Brno  **Finance section**  **Finance control department**  Methodology unit  Control unit  **Internal audit and control section**  Internal audit unit  Control unit  *Type positions:*  Public / asset administration examiner, controller, auditor, technologist, testing technician, technician  ***Administration and Industries***  Administrations and Industries participate in frame of the above listed procedures and activities  *Type positions:*  Public / asset administration examiner, investment examiner | Current internal organizational model is functional. | ***Directorate General - Construction section, economic section, Construction quality control section,***  ***Internal audit and control section -***  43 + Construction section  ***Administrations and Industries***  Mainly the construction section in frame of providing for the construction supervision | ***Directorate General - Construction quality control section***  +14 new constructions specialists | See above | The organizational model based on the cooperation of the constructions section of the Directorate General (primary control of the implementation of the projects), the controlling units of the financial section (financial control) and the Internal audit and control branch of the DG, amended by the control mechanisms in frame of individual Industries and Administrations guarantees a complex control of project implementation and it is convenient. The requirements concerning the activities carried out in the area of controlling (both control of the quality and control of the invested financial means) capacities of these units have been continually increased. Reinforcing the units concentrated on the control of the quality of the construction is the most pronounced. This concerns mainly the cases of local and time concentration of significant investments in frame of the finalization of backbone communications. The level of employee expertise reflects the possibilities of a State-funded organization (salaries, (lack of) attractiveness of the work in the State sector, etc.). Outsourcing as a solution of insufficiencies in capacity and expertise in this field is in some cases inefficient and create often potential conflicts of interests (public investor's interests vs. business subject's interests). In some other cases, however, it is used significantly, while yet in others, it is excluded by the very nature of affairs. Adoption of measures such as changing the State-funded organization into another legal form (state-owned enterprise, joint-stock company), reinforcing the autonomy of the State investor or a system-based guarantee of adequate employee motivation fall under the competencies of the founding organization, i.e. Ministry of Transport of the Czech Republic. Internal organizational changes in frame of the RMD CR are going on continually. Their goal is to use the experience to reach to ideal proportion of controlling bodies to make a functional organization and, at the same time, fulfilling the requirements concerning quality and compliance with the law. |