



**NARODOWA
STRATEGIA SPÓJNOŚCI**



CENTRUM PROJEKTÓW EUROPEJSKICH

UNIA
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Strategy of the Center of European Projects

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Introduction

The Center of European Projects was established pursuant to *Ordinance no. 16 of the Minister of Regional Development dated 15 December, 2008, on the establishment of state-budget unit - the Center of European Projects*, in the form of state-budget unit reporting to the Minister of Regional Development and it commenced its functioning at the beginning of 2009.

The basic purpose of the Center's activities is to improve the effectiveness of the absorption of the financial resources coming from European funds and managed by the Ministry of Regional Development¹. This purpose is completed by supporting the institutions engaged in carrying out operational programs of the Cross-border and International Cooperation as part of the programs of the European Territorial Cooperation and the European Instrument of Neighborhood and Partnership, the institutions carrying out the Human Capital - Operational Program and other European programs and projects as well as the units responsible for popularization of knowledge about the European Social Fund.

Long-term goals of the unit, which are crucial for its functioning, are defined in its strategy. The strategy is, on the one hand, the expression of organization's aspirations regarding the way of its functioning, both in internal and external environments, and, on the other hand, it includes the limitations and opportunities resulting from owned resources and changes projected in the environment. The strategy allows to adjust the possessed resources to the arising opportunities and to make the informed choices conducive to the improvement of strengths and opportunities of the organization and the reduction of its weaknesses and threats. The strategy is a tool that allows to maximize the usage of available resources. A formal determination of the goals of the unit allows also to set a uniform direction to the actions of employees and concentrate their efforts. This determination can be used as a tool for the evaluation of the organization activities.

A crucial meaning of the development of a formal strategy for the implementation of strategic management in the organization justifies the formulation of this document by the Center of European Projects. The development of the *Strategy of the European Center of Projects* by the end of 2009 was also one of the recommendations of the Task Team, which was appointed for the establishment of state-budget unit at the Ministry of Regional Development².

The completion of operational goals, determined on the basis of strategic priorities, by individual organizational units of CEP, will aim at the establishment of an internally coherent organization, oriented towards: 1) efficient realization of appointed tasks and 2) attainment of maximum level of the absorption of resources within the framework of programmes under realization and effective support in the completion of strategic goals of these programmes, on the other hand.

¹ Justification to a project of ordinance of the Minister of Regional Development on the establishment of state-budget unit – the Center of European Projects

² Final report from the work of the Task Team created for the establishment of state-budget unit at the Ministry of Regional Development

The basis for the development *CEP Strategy* were the documents regulating the principles of the Center's activities and its internal organization as well as the programmatic documents, which constitute the basis of the completion of the Cross-border Cooperation and Interregional Cooperation Programmes, Interregional Cooperation Programme INTERREG IVC and Human Capital – Operational Programme:

- Ordinance no. 16 of the Minister of Regional Development dated 15 December, 2008, on the establishment of state-budget unit – the Center of European Projects;
- Ordinance no. 17 of the Minister of Regional Development dated 18 December, 2008, on the establishment of the organizational regulations of the Center of European Projects;
- South Baltic Cross-Border Cooperation Programme 2007-2013;
- Poland – Brandenburg Cross-Border Cooperation Programme (Lubuskie Voivodship) – 2007 -2013;
- Poland – Slovakia Cross-Border Cooperation Programme 2007 -2013;
- Poland – Belarus – Ukraine Cross-border Cooperation Programme 2007 -2013;
- Interregional Cooperation Programme (INTERREG IVC) 2007-2013;
- Human Capital - Operational Programme;
- guidelines of the Minister of Regional Development in the scope of the implementation of innovative projects and supranational cooperation within the framework of Human Capital – Operational Programme;
- communication strategy of the European Funds in Poland, within the framework of the National Cohesion Strategy for years 2007-2013;
- guidelines of the Minister of Regional Development in the scope of information and promotion.

Works on the development of the *Strategy* were carried under supervision and in cooperation with Artur Nowak-Far, an associate professor of SGH (Warsaw School of Economics), a holder of PhD and an expert in the field of, *inter alia*, public sphere management and strategic management in administration. Artur Nowak - Far is also a long-term lecturer of strategic management in public administration (SGH and KSAP).

The Strategy of the Center of European Projects will be the base for the development of annual plans of tasks for individual units of CEP, approved by the Director of the Center. These plans will constitute the base for evaluation of the completion of goals assumed by the managers of organizational units and the management of the Center

SWOT analysis

Strengths:

1. Well-experienced managerial team, motivated to create the CEP brand and supporting the development and implementation of the Center's strategy.
2. Competent personnel able to quick resolving of problems, skilled and experienced at implementing financial programs financed from the structural funds.
3. Personnel that is dynamic and open to new challenges.
4. Managerial style that promotes taking responsibility for the tasks carried out and encourages cooperation and mutual respect, as well as high motivation of the employees.
5. Opportunity to draw from the experience of other units responsible for the introduction of European Union programs, including those, which previously coordinated tasks which are currently supervised by CEP.
6. Opportunity to directly influence the efficiency and quality of the completion of projects financed from EU resources through their monitoring.
7. Excellent office space and the application of high technologies, especially telematic ones, in the CEP offices.

Weaknesses:

1. A new unit, not in possession of a strong, stable and coherent inner organization.
2. Lack of a managerial model that would bond activities of all employees of CEP and its organizational units more effectively (e.g. management through targets).
3. Lack of an effective system of transferring information within CEP, which results in slow-moving circulation of documents amid CEP units and the risk that interested persons will be omitted due to their scope of duties.
4. Inadequate knowledge of languages, cultures and mentalities of communities of the partner countries, in particular former Soviet Union.

Opportunities:

1. Freedom in shaping of internal organization of the Center as well as a strong political will of the supervising minister to create a resilient and effective institution.
2. Possibility to promote a positive image of CEP with not big financial expenses due to: taking over the Central Information Point of the Ministry of Regional Development, obligation to promote the programs carried out from UE resources, recognizability of the brand of ESF's National Center among the institutions which participate in the ESF implementation system and completion of financial tasks from EU resources.
3. Stability of financing and availability of financial resources resulting from the functioning in the form of a state-budget unit and from the fact that the financing of Joint Technical Secretariat activities is guaranteed in the documents approved by the Programmes' Monitoring Committees.

Threats:

1. Imprecise determination of CEP's scope of responsibilities in the structure of institutions involved in the implementation of EU projects, including imprecise division of competences between the Ministry of Regional Development and CEP.
2. Instability of a direct external environment of CEP (target environment), which can result in changes in CEP's administrative capabilities.
3. High costs of programming, resulting from a long-term involvement of many entities in the process of the preparation of documentation constituting the basis for projects' completion.
4. Complicated procedures of the application for EU resources.

Summary:

At the present stage of CEP's functioning the strengths prevail over weaknesses and the opportunities prevail over the threats. A favorable factor consists also in the fact that the strategy may have an impact on a considerable number of weaknesses and threats. Thus CEP has the position of a strategic lever (maxi-max).

The present stage of CEP's functioning requires the establishment of a strong and internally coherent organization, oriented towards the achievement of its targets, on one hand, and the building of CEP's reputation as an effective, competent and beneficiary-friendly unit, on the other hand.

Mission and vision of the Center of European Projects

Mission

“We effectively and competently support the implementation of European programmes”

and, in marketing version:

„Effective, competent, involved”

Vision

“The Center of European Projects is an organization of competent, innovative and involved employees, which supports the development of the country, by providing an effective support to the beneficiaries, applicants and the institutions responsible for European programmes’ implementation and management”

The targets of the Center of European Projects are focused around two directions of activities, which result from the stage of functioning, at which CEP currently is:

- I. Creating an internally coherent and effective organization.**
- II. Creating a good image of CEP, based on solid and durable grounds.**

The following strategic goal will be achieved within the framework of the first direction:

Creating a team of competent employees, well cooperating with each other and achieving the appointed goals in an effective and efficient way.

The completion of all the tasks resulting from the Center’s role as an institution, which should, in accordance with its mission, support the implementation of financial programmes from the resources of structural funds, will be focused around the second direction (i.e. creating a good image of CEP, based on solid and durable grounds). The following strategic target will be achieved within the framework of this direction:

Comprehensive, competent and effective supporting of the applicants, beneficiaries and entities involved in the implementation of European programmes.

I. Direction of activities: creating an internally coherent and effective organization.

Strategic goal (years 2010-2015)

Creating a team of competent employees, well cooperating with each other and achieving the appointed goals in an effective and efficient way.

Operational target I.1:

Implementation of management through targets.

Management through targets is a management system conducive to focusing on the actions, which are important in respect of organization functioning and completion of its basic tasks, and supporting short-term and long-term planning. The implementation of this management method in the Center will allow an effective monitoring of a degree in which the set targets are completed and making possible corrections in these targets. It will also contribute to the improvement of work quality of individual employees and enable the implementation of tools for employees' evaluation, on the basis of objective criteria, and consequently more adequate awarding and promoting of employees.

The following actions are planned within the framework of this target:

- conducting a training regarding the management through targets method for senior management of CEP;
- systematization of the Center's targets, on the basis of this Strategy;
- agreeing of intermediate and individual targets by the managers and subordinates, correlated with tactical and strategic targets of individual units and defining the measures of targets achievement;
- development and implementation of a system of an on-going control of the realization of individual targets as well as tactical and strategic targets of the units;
- development and implementation of the system for evaluation of the efficiency of management and personnel's work.

Operational target I.2:

Establishing an internally coherent organization.

The SWOT analysis conducted for CEP indicates that one of the Center's weaknesses is the lack of its internal cohesion, which results mainly from the variety of actions conducted by individual organizational units of the Center, the commencement of Center's activities in 2009 and taking over a part of the tasks (also the tasks being in progress) from various organizations. One of the factors having a significant influence on the efficiency in the achievement of the Center's strategic goals is the building of its internal cohesion, including the establishment of a well-cooperating team, identifying itself with defined targets of the organization and appreciating the value of teamwork.

Within the framework of the process of establishing of internally coherent organization the actions aiming at the improving of integration of the employees of individual CEP's organizational units and at the improving of their competences in the scope of teamwork will be undertaken. These actions will include the following:

- organizing a training, including diagnosing of CEP employees' competences in the scope of teamwork and conducting of a workshop for all Center's employees, in order to make them familiar with the methods of team building and to improve their competences in that scope;
- review of job descriptions in respect of the teamwork involvement;
- collective defining of the obstacles in the completion of appointed targets and the methods of their overcoming.

This operational target assumes also the development and implementation of a comprehensive personal strategy, uniform for the entire Center. This strategy will include:

- process of selection and recruitment to vacant posts in the organization,
- adaptation process,
- process of employee periodical evaluation, connected with the model of management through targets,
- process of employee professional development, integrated with the periodical evaluation,
- process of employees motivating.

The personal strategy will include the aspect of the balance between private and professional life of the organization's employees. The process of establishing of an internally coherent organization will include also the determination and construction of uniform and effective channels of information flow within the entire unit.

Operational target I.3:

Implementation of a system of organizational innovativeness.

The following actions are planned within the scope of this target:

- implementation of procedures for submitting of innovative solutions regarding the functioning of CEP;
- establishing an evaluation system for submitted proposals and their operationalization;
- including the mechanisms motivating to submit and realize the proposals of improvement in the system;
- establishing a system of continuous quality improvement, on the basis of the signals coming from external users of CEP.

Operational target I.4:

Creating and promoting of the CEP brand.

The Center of European Projects is a new organization and as such it does not have an image fixed in social perception. Therefore it is necessary to undertake the actions aiming at promoting the CEP brand, as an organization which supports the implementation of EU programmes in an effective, competent and beneficiary-friendly way. Creating a good reputation of the Center will be achieved mainly by the completion of tasks focused around the second direction of activities assumed in the Strategy. Within the framework of this

operational target the following actions aiming at promoting of the CEP brand will be undertaken:

The following actions are planned in the scope of this target:

- development and implementation of a programme of popularization of information on the Center's activities, including the rules specified in the *Communication strategy of the European Funds in Poland within the framework of the National Cohesion Strategy for years 2007-2013*;
- entrusting the task of the coordination of CEP's visualization to the Central Information Point of the Ministry of Regional Development, within the scope of promotional means used by CEP's organizational units;
- development of an international cooperation with similar institutions participating in the implementation of European Funds.

Undertaking the efforts fostering the idea of CEP as the organization of open chances for people belonging to non-privileged groups (particularly disabled people), especially by informing them about the possibility of employment in CEP, will be also an element important for creating the Center's image.

II. Direction of activities: Creating a good image of the Center of European Projects

Strategic goal (years 2010-2015)

Comprehensive, competent and effective supporting of the applicants, beneficiaries and entities involved in the implementation of European programmes.

The operational targets aiming at the completion of the strategic goal within the scope of the second direction of activities will be established for each unit separately, due to the organizational complexity of the Center, which is composed of three Joint Technical Secretariats implementing the Programmes of European Cross-border Cooperation, Joint Technical Secretariat supporting the implementation of programme within the European Neighbourhood and Partnership Instrument, "East" Information Point supporting the completion of Interregional Cooperation Programme INTERREG IVC and the units supporting the completion of national Human Capital Operational Programme and the variety of tasks completed by the Center, which results from this complexity. In this part the strategy includes also the operational targets for the Central Information Point at the Ministry of Regional Development. Since January, 2010 the operation of this point will be taken over by the Center of European Projects, in accordance with an agreement concluded with the Ministry of Regional Development.

1. OPERATIONAL TARGETS OF THE JOINT TECHNICAL SECRETARIAT (JST) OF THE SOUTH BALTIC CROSS-BORDER COOPERATION PROGRAMME 2007-2013

Operational target II.1.1:

Ensuring professional information and counseling for potential beneficiaries in the scope of the South Baltic Cross-border Cooperation Programme implementation.

Within the framework of this operational target the Joint Technical Secretariat will organize the following:

- informational seminars for potential applicants (at least 24 per year),
- consultations for potential projects (at least 5 days of consultations before each receipt of applications, both in JTS seat, and with help of Contact Points – in the regions of 5 countries participating in the Programme),
- "Match-Meetings" allowing the beneficiaries from 5 countries to meet other beneficiaries interested in similar subjects, in order to create a joint project. An additional purpose of these meetings consists in allowing the beneficiaries to consult with potential partners in projects and with the employees of the Joint Technical Secretariat.

Moreover the Joint Technical Secretariat for the South Baltic Programme will design and implement the following:

- a website of the Programme (with current updating of information),

- production and distribution of materials promoting the Programme (promotional materials distributed by the Contact Points among potential applicants),
- preparation and distribution of a Newsletter.
- production and distribution of information brochures regarding the implemented projects and their connection with the Baltic Sea strategy (EUSBSR).

The Joint Technical Secretariat of the South Baltic programme will response to all queries of potential applicants, counsel in matters questionable or unclear for the applicants, and provide reliable information regarding the implementation of the Programme to everybody who searches for it.

Operational target II.1.2:

Providing an effective support for the implementation of projects completed within the Programme.

In the scope of this operational target the Joint Technical Secretariat will organize:

- a cycle of seminars for Leading Beneficiaries,
- trainings and meetings for the 1st Level Inspectors (in cooperation with the Managing Authority according to the needs),
- receipt of applications for financing from the South Baltic Programme (announcement, registration of applications, formal and substantive evaluation of the projects, always after the completion of each receipt).

In addition to that the Joint Technical Secretariat of the South Baltic Programme will implement:

a system of application and reporting for the projects, based on a special package of application and reporting.

The Joint Technical Secretariat of the South Baltic programme will also provide the following:

- efficient system of responding to the beneficiaries' questions regarding the implementation of projects within the framework of the Programme (eligibility of costs, way of reporting, etc.),
- professional servicing of projects implemented within the Programme (everyday communication with the projects, on the spot visits, etc).
- workshops for project managers and financial managers aiming at solving of problems and ambiguities as well as discussing of joint matters connected with effective implementation of projects (according to the needs).

Operational target II.1.3:

Ensuring a professional and substantive services for the institutions involved in the Programme implementation.

In the scope of this operational target the Joint Technical Secretariat of the South Baltic Programme will:

- create a system of real-time monitoring of the Programme implementation,
- implement a system of information about the Programme implementation for all involved institutions,
- implement a system of proceeding with and responding to the needs for all institutions involved in the Programme implementation.

2. OPERATIONAL TARGETS OF THE JOINT TECHNICAL SECRETARIAT OF THE POLAND (LUBUSKIE VOIVODSHIP) – BRANDENBURG CROSS-BORDER COOPERATION PROGRAMME–2007-2013

The operational targets of the Joint Technical Secretariat of *Poland (Lubuskie Voivodship) – Brandenburg Cross-border Cooperation Programme 2007-2013* are connected with the dynamics of Programme implementation. They should be creative, on one hand, and be a conscious selection of that which is the most important for Programme implementation, on the other hand.

Operational target II.2.1:

Achievement of a high level of the operational programme implementation through the introduction of a control system ensuring the transparency of guidelines and records in the programmatic documents.

In accordance with the provisions of *2007 – 2013*, the task of the Joint Technical Secretariat is, *inter alia*, the development of documents package for potential final beneficiaries/applicants as well as ensuring of their availability. The intention of the Joint Technical Secretariat office is to implement a control system in order to make uniform and simplify the programmatic documents and ensure an effective implementation of the Programme:

- creating a database of the most frequent questions asked by the applicants/beneficiaries, including the replies to them,
- organizing the trainings, meetings and workshops allowing to acquire an appropriate knowledge by the partners interested in projects' realization,
- collecting the opinions/information regarding the records in the programmatic documents;
- formulating the proposals of changes and improvements in Programme implementation,
- consultations with the Managing Authority and the Coordinative Institution, in the scope of proposed changes and improvements in Programme implementation,
- implementation of approved changes of programmatic documents;
- ensuring a professional information and counseling for potential beneficiaries, in the scope of Programme implementation.

Operational target II.2.2:

Identification of barriers for efficient completion of the programme and building a system of proceeding for their overcoming, in cooperation with all institutions involved in programme realization.

In order to minimize the occurrence of barriers the Joint Technical Secretariat of PL – BB will ensure as follows:

- participation of the Joint Technical Secretariat employees in the meetings, work groups, panels, municipal forms, etc. with the beneficiaries, projects' partners and the representatives of other institutions connected with Programme implementation, in order to identify the problems and barriers which arise during the cooperation;
- underlining the ideas of cross-border cooperation at the meetings and trainings and in the work groups,
- professional servicing of the projects implemented within the Programme (communication with the applicants, beneficiaries, involved institutions, on the spot visits, work groups, etc).

Operational target II.2.3:

Maintaining a high substantive level of counsels given to the beneficiaries and quick responding to the occurring changes and arising problems.

One of the main actions of the Joint Technical Secretariat is the organization of trainings for potential beneficiaries/applicants/partners of projects, passing information and counseling in the scope of appropriate preparation of application.

The Joint Technical Secretariat office will carry out the above-mentioned tasks through the following actions:

- meetings, teleconferences and consultations with using of electronic means,
- organization of cyclical trainings – workshops for projects' beneficiaries and partners,
- collecting of information regarding the doubts related to the documents, problems resulting from the partnership in the projects, completion of the projects, etc.
- consultations with the Managing Authority and the Coordinative Institution, aiming at solving the occurring problems and eliminating the discrepancies.

Operational target II.2.4:

Fulfilling the role of a neutral institution bonding the Polish and German sides of the Programme.

Realization of this target will consist in the cooperation with press, both on Polish and German sides, in order to inform the public opinion about the actions executed within the scope of the Programme and to promote the Polish-German cooperation.

The meetings (ensuring of professional information, preparation of agenda, including the recommendations for discussion, fulfilling the role of an objective institution, preparation of appropriate documentation for a meeting, preparation of protocols from the meetings, etc.) will be organized at the moment when questionable matters in the implementation of the programmes and projects and in the interpretation of the EU law arise.

Operational target II.2.5:

Ensuring a proper functioning of the Joint Technical Secretariat, an organizational unit of CEP, through the cooperation with the Managing Authority (the Ministry of Regional Development of the Republic of Poland) and the Coordinative Institution (the Ministry of Economy of Brandenburg).

The office of the Joint Technical Secretariat, as an organizational unit of CEP, cooperates closely with both institutions, in order to develop the transparent documents and procedures for potential partners of the projects and beneficiaries of the Programme as well as uniform rules and guidelines related to the Programme implementation.

3. OPERATIONAL TARGETS OF THE JOINT TECHNICAL SECRETARIAT OF THE POLAND – SLOVAKIA CROSS-BORDER COOPERATION PROGRAMME 2007-2013

Operational target II.3.1:

Creating a professional advisory institution for potential applicants interested in using of resources within the Programme as well as for its beneficiaries, through an efficient support during the implementation of individual projects which obtained a financing under the Programme.

An advisory help is necessary in order to maximize the usage of resources coming from European Funds. It includes, in particular, helping in better understanding of Programme's rules and conditions, to whom and on what conditions the financing can be granted under the Programme, which entities, actions and expenses can be considered as eligible, as well as explanation of specific processes related to projects' implementation within the Programme.

The Joint Technical Secretariat of the Poland – Slovakia Cross-border Cooperation Programme 2007-2013 strives for maximal possible improvement of the processes connected with the implementation of projects within the Programme. To achieve this target the Secretariat will:

- continue the organization of trainings, seminars, workshops and other meetings allowing to acquire information by the entities interested in completion of projects within the Programme, widening of owned knowledge and exchange of experience. The purpose of these actions is to acquaint the interested persons with the procedures and rules of projects' completion within the Programme and thus to encourage to submit the applications and facilitate the cooperation;
- organize the thematic trainings presenting in detail the most problematic matters, in order to improve and facilitate the process (examples of good practices);
- extend the forum for Partners searching, which was created on the Programme website, in order to help the potential applicants and beneficiaries to find the partners for realization of joint projects, contributing to the development of the Polish-Slovak borderland;
- extend the scope of consultations in the seat of the Joint Technical Secretariat, both for potential applicants and the Programme's beneficiaries that need counsels and instructions. The purpose is to improve the completion of projects.

Operational target II.3.2:

Creating a think-tank for the institutions involved in the Programme implementation, in particular the Ministry of Regional Development. The think-tank will, in addition to everyday execution of entrusted operational activities, deal with the identification of potential threats and difficulties related to the Programme implementation, and it will present the proposals of their solution.

In addition to the everyday completion of entrusted tasks, resulting from the provisions of the Programme and other programmatic documents, the Joint Technical Secretariat undertakes the actions related to the identification of possible risks connected with

Programme implementation and proposes both the repairing solutions and the solutions which prevent from arising of possible difficulties in the process of Programme implementation. The purpose is to develop the uniform institutional solutions, wherever possible, for the entire Programme. The target of proposed solutions is to simplify the procedures, eliminate the identified risks and consequently accelerate the disbursement of funds under the Programme and ensure a maximal usage of available resources. In future the developed solutions and acquired experience will constitute an important element of future works related to the next programming period and implementation of further programmes based on the cross-border cooperation.

Operational target II.3.3:

Conducting a far-reaching promotional action for the Programme, with the purpose to reach a maximal number of recipients with updated information on the Programme implementation.

Informing about the progress in Programme implementation aims at reaching the maximal number of recipients interested in the progress in its completion as well as popularizing the idea of European territorial cooperation on the area of the Polish-Slovak borderline.

The promotional actions will consist in making available the updated information regarding the implementation of the entire Programme and projects completed within the Programme, informing about the most interesting events from the borderline on the Programme website and publishing of information in local media, etc.

Operational target II.3.4:

Creating a work environment based on knowledge and experience of individual employees of the Joint Technical Secretariat. Such environment allows creating an “added value” and ensures support and exchange of knowledge and experience in a friendly atmosphere, based on partnership.

Friendly work environment, internal support for individual team members based on expert knowledge and practical experience of the employees combined with their involvement in executing of obligations entrusted to them will result in a very good work effectiveness. It will ensure, *inter alia*, an internal circulation of knowledge acquired by individual employees during international trainings, which will allow more effective work of the entire team and collective solving of problems. It will be conducive to the involvement in work, work effectiveness and building of the Joint Technical Secretariat’s image as a reliable institution providing an expert counseling.

4. OPERATIONAL TARGETS OF THE JOINT TECHNICAL SECRETARIAT OF THE POLAND – BELARUS – UKRAINE CROSS-BORDER COOPERATION PROGRAMME 2007 – 2013

Operational target II.4.1:

Creating a competent and involved team of the Joint Technical Secretariat.

Within the scope of this target a recruitment of people having the knowledge in the field of contracting, completion and settlement of projects co-financed from EU resources will be carried out, with the main emphasis on the cross-border cooperation programmes.

A recruitment commission, consisting of, if a need be, the representatives of all three countries involved in Programme implementation, will conduct the evaluation of employees, particularly in respect of their knowledge of Programme legal bases and experience in management of EU projects and Programmes.

Operational target II.4.2:

Improvement of next receipt of applications and projects contracting.

Basing on the documents which constitute the grounds for the Programme completion, the Joint Technical Secretariat will, in consultation with the Joint Managing Authority, conduct the receipts of projects regarding the Priorities and activities of the programme.

The improvement of application receipts is connected, *inter alia*, with:

- revision and possible change of appropriate application documents, on the basis of acquired experience from the realization of previous receipts,
- organization of the meetings of Joint Work Teams, with participation of all partners involved in the Programme completion, in order to ensure a continuous improvement and adaptation of the documents and legal bases to the variable international situation,
- carrying out the next series of trainings for the applicants, conferences, meetings of Joint Monitoring Committees, open days and other events.

Qualified team of the Joint Technical Secretariat is at the disposal of potential applicants. In order to ensure a professional service for the applicants in the partner countries the Joint Technical Secretariat will create, upon consent of the Joint Managing Authority, two information points (Branch Offices) in Lvov (Ukraine) and Brest (Belarus).

Operational target II.4.3:

Beneficiary-friendly supporting and monitoring of projects completion process.

A team for projects completion will be established in 2010 in the structure of the Joint Technical Secretariat. The task of this team will consist in supporting the beneficiaries in the completion of projects. The team's obligations will include, *inter alia*, conducting the trainings for programme's beneficiaries, verification of reports sent by the final beneficiaries (4-month, intermediate and final reports), preparation of grant contracts' patterns, initial verification of applications for payment and other tasks appointed by the Joint Managing

Authority. The beneficiaries will have the possibility to consult with the employees of the Joint Technical Secretariat at its office, by e-mail and phone.

Taking into account an effective completion of the Programme, in accordance with the requirements of national and EU law, the Joint Technical Secretariat will select an entity independent from the institutions involved in Programme completion. This entity will be selected in 2010 and its task will consist in providing services for the beneficiaries in scope of the application of public procurement law, including the PRAG procedures.

Operational target II.4.4:

Effective usage of Technical Assistance budget.

The Poland – Belarus – Ukraine Cross-border Cooperation Programme has at its disposal the budget of technical assistance, amounting to 18.6 mln EUR.

The following projects will be supported within the framework of Technical Assistance:

- the projects contributing to the personnel development and aiming at the improvement of functioning of the institutions involved in the process of programme management and implementation (such as internal trainings, participation in seminars organized by INTERACT and RCBI, participation in the meetings of Laboratory Groups of European Commission, etc.), particularly the activities conducted by the Joint Managing Authority, the Joint Monitoring Committee, the Joint Technical Secretariat and the information points of the programme,
- projects consisting in searching of partners as well as promoting and informing about the programme, informing the potential beneficiaries about the possibilities to gain a support within the programme, consultations for the applicants and propagating of good practices. Informational activities in the scope of programme management, monitoring and evaluation will also be supported,
- projects aiming at ensuring a proper flow of information among the institutions and entities involved in the process of programme management and implementation, (by, *inter alia*, organization of meetings of the Joint Work Groups and the Joint Monitoring Committee).
- projects including the trainings, seminars and conferences aiming at popularization of knowledge about the programme and its targets as well as at distribution of information on the programme, by, *inter alia*, television, radio, press, websites, brochures, leaflets, etc.

Operational target II.4.5

Ensuring information about the Programme and its promotion among wide public opinion.

The following communications channel will be used to broadcast information on the programme:

a) Internet – a website devoted to the programme will be prepared. This website will be administered and updated by the Joint Technical Secretariat. The most important information will be published on the website in English, Polish, Russian and Ukrainian.

b) traditional media – information on the programme will be published and distributed mainly through press, radio and television. These media will be used mainly for broadcasting information on current events, including the presentation of programme achievements. In addition to that the beneficiaries can, within the framework of project completion, plan and contact with media on their own. If need be, the Joint Technical Secretariat will support them in these activities.

c) publications

A programmatic document will be published on the website, in electronic version, in English, Polish, Russian and Ukrainian. Moreover it will be available, on request, in printed form.

Other detailed documents will be published on the website in Polish and English. On request they will be available in printed form.

A multilingual brochure devoted to the Poland – Belarus – Ukraine Cross-border Cooperation Programme 2007-2013 will be issued. It will be focused mainly on information about the legal bases, criteria of projects selection and main targets and actions of the programme. The brochure will be published in printed version and as a file to download from the website. Further promotional materials will be published according to the needs.

d) events

Events in the form of conferences, informational and workshop meetings, sessions and trainings within the framework of transparent and effective implementation of the programme are an indispensable instrument of knowledge transfer and communication among responsible units of administration, beneficiaries and other institutions on the field of support. Furthermore such events constitute an appropriate platform for presentation of achieved results and examples of so-called best practices.

5. OPERATIONAL TARGETS OF THE “EAST” INFORMATION POINT (KATOWICE)

The “East” Information Point (IP) in Katowice achieves the operational targets, which in case of INTERREG IVC are defined on the programme level. In substantive respect the Information Point is subordinated to the Joint Technical Secretariat of INTERREG IVC, based in Lille. All the tasks of the IP must be agreed and approved by the Secretariat. The targets listed below were developed on the basis of approved plan of work for year 2009.

Operational target II.5.1:

Effective cooperation, strict coordination and collective realization of activities with the Joint Technical Secretariat INTERREG IVC (Lille) and international Information Points: North (Rostock), West (Lille) and South (Valencia).

This operational target will be realized through:

- observing the applicable procedures and guidelines, with a simultaneous pro-active approach, which consists in proposing of modifications or new solutions.
- maintaining and ensuring a proper flow of information to the Joint Technical Secretariat and other information points (including, *inter alia*, the development of a joint approach in order to complete the selected tasks; informing about planned time limits for IP tasks and way of their realization; active participation in the meetings organized by JTS or IP, delivery of reports and other documents within the time limits, etc.);
- involvement in agreed actions and proposing of new actions of promotional, communication and informational nature (including, *inter alia*, helping the Joint Technical Secretariat in organization of various international meetings or organizing of such meetings by itself; developing of various informational and promotional materials, including those to be published on official website; initiating the preparation of new publications; extending and updating of databases, etc.);
- substantive support for the Joint Technical Secretariat in the process of evaluation of applications, preparation of evaluations in accordance with JTS guidelines, maintaining a high substantive quality of the evaluations.

Operational target II.5.2:

Cooperation with National Contact Points (NCP) for INTERREG IVC in Austria, Bulgaria, Czech, Slovakia, Slovenia, Poland, Romania and Hungary.

This operational target will be realized through:

- maintaining and taking care of the proper image of the Information Point, as a professional unit providing a substantive support for the beneficiaries from above-mentioned 8 countries – maintaining and continuing a proper flow of information related to the IP activities in the scope defined above;
- applying of the previous, proven tools and systematical development of new ones, allowing to strengthen the communication and cooperation between the Information

Point and National Contact Point (e.g. involvement in the organization of national meetings, ensuring the participation of IP representatives in these meetings as well as proposing of solutions aiming at the improvement of substantive value of such meetings; substantive preparation and active participation in briefings organized for National Contact Point; preparation of proposals of additional meetings between IP and NCP, to be accepted by the Joint Technical Secretariat; cooperation in identification of proper media and monitoring with the involvement of NCP, etc.).

Operational target II.5.3:

Cooperation with entities from Central-East Europe, and outside of this area, which act in the field of transregional cooperation.

The following tasks will be achieved within this operational target:

- supporting the preparation of high-quality projects and substantive support for beneficiaries from 8 countries included in the area of IP activities (including, *inter alia*, a high-quality advisory help, provided by e-mail and phone; organization and participation in individual consultations for leading applicants; professional organization and active participation in the Seminars for Leading Applicants; ensuring the participation in various meetings organized by regional and national authorities, etc.);
- initiating and maintaining of previous, very good cooperation with the institutions acting in the ECT area and broadly defined transregional cooperation (including, *inter alia*, the continuing of previous cooperation with project partners and initiating new contacts; preparing the proper messages and direct mailing to selected institutions, depending on the actions being conducted; preparing the appropriate messages to be distributed in media; ensuring the availability of informational and promotional materials at the meetings, conferences, seminars, etc.).

Operational target II.5.4:

Maintaining a proper administrative functioning of IP, through close cooperation with appropriate units of the Center of European Projects and the national Coordinative Institution (the Department of Territorial Cooperation of the Ministry of Regional Development).

This target will be achieved through:

- maintaining a previous, correct functioning of the Information Point within the framework of a state-budget unit;
- maintaining and continuing an effective, on-going communication with the employees of the Center of European Projects, in order to ensure a proper flow of information regarding the way of tasks completion by IP;
- maintaining an effective cooperation with the Department of Territorial Cooperation of the Ministry of Regional Development.

6. OPERATIONAL TARGETS OF THE NATIONAL SUPPORTING INSTITUTION (NSI)

The National Supporting Institution was established by the Managing Authority for the Operational Programme Human Capital, using the experience of EQUAL initiative and in order to provide the support for beneficiaries and project promoters, both at the planning and completion stages of innovative and transnational cooperation projects. The National Supporting Institution was established due to the importance of the innovativeness and transnationality in the sphere of social policy and the character of such projects, which require the knowledge of many specific matters from the project promoters. Since January 1, 2010, the Center of European Projects took over the completion of NSI tasks from the Cooperation Fund Foundation. One of the key tasks of the Center of European Projects will be a competent, effective and recipient-friendly supporting of the completion of such projects within Operational Programme Human Capital. The operational targets specified below will allow the completion of this task.

Operational target II.6.1

Training of NSI employees in order to provide a professional counseling and trainings in the scope of innovative projects and transnational cooperation within Operational Programme Human Capital.

This target will be achieved through:

- training of all NSI's employees in the scope of basic matters related to the specificity of innovative projects and transnational cooperation as well as the principles of Human Capital Operational Programme realization, in order to acquire a general knowledge in this scope.
- creating a group of trainers conducting professional trainings regarding the specificity of innovative projects and transnational cooperation (selection of people having appropriate predispositions in the area in question and their training in substantive respect and in respect of the training skills).
- developing the individual training plans, connected with the scopes of duties, for all the employees of NSI as well as cyclical updating and realization of these plans, in accordance with the policy of CEP in the subject scope.

Operational target II.6.2

Preparing a set of documents and materials regarding the specificity of innovative projects and transnational cooperation for the needs of entities, which conduct such undertakings.

NSI is responsible for developing and updating of documents and materials related to the innovative projects and transnational cooperation, carried out within the framework of Operational Programme Human Capital. The following actions will be undertaken within this target:

- continuation of Cooperation Fund Foundation's works in the scope of developing of sets of documents and materials helpful in the implementation of above-mentioned projects, including in particular the specialist handbooks and sets of good practices;

- analysis of needs in the area in question among directly interested groups of recipients, in order to identify the issues which are especially demanded; new materials, handbooks and publications will be prepared on the basis of this analysis (in the form of outsourcing).

Operational target II.6.3

Ensuring a professional advisory support for the entities involved in the completion of innovative projects and transnational cooperation projects within Operational Programme Human Capital.

In accordance with the guidelines of the Ministry of Regional Development, an expert support regarding the process of projects selection and evaluation was planned for the Intermediate Bodies and 2nd Level Intermediate Bodies within the framework of tasks related to the selection and completion of innovative projects and transnational cooperation projects. The following actions will be undertaken within this target:

- conducting of expert analyses in the fields reported by the Intermediate Bodies and 2nd Level Intermediate Bodies,
- consultations, by telephone and with using of electronic means,
- providing the counseling through discussion fora, in the form of seminars, meetings and through Internet, at the place made available on NSI website, for the Intermediate Bodies, potential applicants and beneficiaries,
- in addition to that the representatives of NSI will participate in works of the Work Group established for the horizontal matters of Operational Programme Human Capital. These works will be related to updating of innovative projects (counseling for the Intermediate Bodies and 2nd Level Intermediate Bodies) and expressing the opinions regarding the strategies of innovative projects implementation and initial versions of innovative products (support for the project promoters and beneficiaries).

Operational target II.6.4

Development and implementation of effective system of trainings for the entities involved in the completion of innovative projects and transnational cooperation projects within Operational Programme Human Capital.

NSI is responsible for conducting of trainings in the scope of innovative projects and transnational cooperation projects. These trainings are addressed in particular to the Intermediate Bodies and 2nd Level Intermediate Bodies. The following actions will be undertaken within this target:

- cyclical identification of the training needs of the recipients of NSI activities in the subject area as well as organizing and conducting of trainings on this basis.
- NSI will propose and organize the trainings regarding the topics which are important from the point of view of NSI activities and experiences in the area in question. Creating an electronic system allowing, in particular, the electronic booking of places and generating of useful information and materials in the subject scope will be the tool improving the organization of trainings.

Operational target II.6.5

Supporting, stimulating and monitoring of the work of the Thematic Networks in order to create an effective forum for exchanging experience and disseminating the innovative projects' results and their incorporating into the main stream of the policy.

The Thematic Networks will be organized on the national and regional levels. The actions of NSI for Thematic Networks will be directed at:

- initiating the networks arising, animating the networks' works and monitoring of their functioning, particularly in the scope of disseminating of the innovative projects' results and their incorporating into the main stream of the policy,
- exchanging of information and good practices developed within the National and Regional Networks on the center-center and region-center levels,
- fulfilling the function of Thematic Networks' Secretariat for both above-mentioned levels and in the scope of substantive support as well as animating and monitoring of their activities,
- organizing the activities of local Secretariats' and their operating on the national level. These Secretariats will correspond to the four areas of support within the ESF in years 2007-2013. On regional level the areas of networks' activities will depend on thematic scope of the Operational Programme Human Capital innovative projects accepted for realization.

Operational target II.6.6

Effective management of the process of dissemination of achieved innovative projects' results and their incorporating into the main stream of policy. Effective management of the process of dissemination of the results of transnational cooperation projects realized within Operational Programme Human Capital.

The matter of disseminating the achieved results of innovative projects and their incorporating into the main stream of policy and the matter of disseminating the results of transnational cooperation appear on many fields of NSI activities, constituting the horizontal target of NSI activities. The managing of the process of disseminating of achieved results and their incorporating into the main stream of the policy will be realized through:

- supporting, monitoring of the process and making the results available,
- conducting of informational and promotional activities,
- realization of the training policy in the subject scope,
- cooperation with media and decision-makers,
- animating and monitoring of Thematic Networks' activities in the subject area and providing an appropriate advisory support for these activities,
- making the achieved results available. It will consists mainly in the development of publications in the subject area, managing an Interned base of results, organization of conferences and meetings devoted to these subjects and organizing of study visits presenting the effects of the completion of innovative projects and transnational cooperation projects.

Operational target II.6.7

Development and implementation of coherent and effective concept of information and promotion of matters connected with innovativeness and transnational cooperation within Operational Programme Human Capital.

This target is achieved through:

- developing of the concept of informational and promotional activities for effective, uniform and coherent communication with the environment,
- actions aiming at reaching to specific groups of recipients with appropriate information (i.e. information adapted to their specific needs) about innovative projects and transnational cooperation projects, including selected narrow matters, in order to allow them an effective and efficient completion of tasks in the subject scope,
- cooperation with media and informational and promotional actions consisting in organization of seminars and conferences, providing an Internet forum for exchanging information and experience and organizing the competitions for social innovations,
- publishing of thematic brochures, problem studies and quarterly information bulletin,
- publishing of information regarding various aspects of the completion of innovative projects and transnational cooperation projects on NSI website,
- conducting a training policy appropriate to this scope.

Operational target II.6.8

Development and implementation of effective system of information exchange among the entities involved in completion of innovative projects and transnational cooperation projects within Operational Programme Human Capital, in order to ensure a good cooperation and to develop a complementary approach and joint undertakings.

The following actions are planned within this target:

- making a platform administered by NSI and intended for information exchange and for questions and responses available for interested entities,
- quarterly meetings with the representatives of the Managing Authority for the Operational Programme Human Capital; coordinative meetings will be organized for Intermediate Bodies,
- informing about the essential matters relating to the specificity and results of innovative projects and about transnational recipients of NSI actions, in particular through the updating of NSI website,
- participation of NSI representatives in the meetings of OP HC Monitoring Committee's Work Group appointed for horizontal matters and in the meetings of Information Work Group connected with the tasks in the scope of information and promotion,
- participation of area coordinators of the National Thematic Networks Secretariats in the works of OP HC Monitoring Committee's work groups dealing with the area of a given Thematic Network.

7. OPERATIONAL TARGETS OF THE ESF NATIONAL CENTER

The activities supporting the promoters of Operational Programme Human Capital will be completed, on the national level, by programme-propagating informational and promotional activities which will be performed by the National Center of ESF. These actions aim at the disseminating of information on the possibilities of funds acquisition within OP HC as well as encouraging to prepare the applications. Furthermore, a number of local government institutions are involved in the completion of Operational Programme Human Capital due to the regional character of its implementation. The task of ESF National Center consists in a comprehensive support for above-mentioned institutions through the trainings and counseling, in order to improve the programme completion, integrate the experiences and exchange knowledge. This task is particularly important from the point of view of current changes occurring in the System of Realization of OP HC. The operational targets described below will allow the achievement of this task.

Operational target II.7.1:

Ensuring a high level of services provided for OP HC project promoters by the Regional Centers of ESF.

This target is completed by the ESF National Center through the following activities:

- monitoring of ESF Regional Centers' activities, including the conducting of evaluation research connected with the actions performed by the Centers;
- verification of observing of the standards relating to the services provided within the network of the ESF Regional Centers, in relation to the actions of the Centers and their employees;
- creating and developing of tools and standards for the services provided by the ESF Regional Centers.

The target mentioned above is completed by the Team for Regional Centers, established at the ESF.

Operational target II.7.2:

Comprehensive support in developing the competences of the employees of EFS Regional Centers and OP HC Intermediate Body/2nd Level Intermediate Body, through the preparation of an integrated plan of trainings, corresponding to the needs of the employees of Regional Centers of EFS and Intermediate Body/2nd Level Intermediate Body and consistent with the requirements related to the implementation of ESF in Poland.

The tasks of ESF National Center include supporting of employees competences, both in ESF'S Regional Centers and Intermediate Body/2nd Level Intermediate Body, through providing of trainings and counseling. These actions aim at supporting the persons involved in the completion of OP HC tasks in Poland.

A comprehensive support for the employees of Regional Centers and Intermediate Body/2nd Level Intermediate Body will be provided through the training cycles conducted in the following stages:

- diagnosis of the training needs of the employees of EFS and Intermediate Body/2nd Level Intermediate Body Regional Centers;
- developing of an integrated training plan, on the basis of the diagnosis of employees' needs and the guidelines of the Managing Authority and Local Development Academy;
- conducting the trainings;
- evaluation of trainings.

The target mentioned above is completed collectively by ESF's Team for Regional Centers and the Team for Trainings and Counseling.

Operational target II.7.3:

Creating a comprehensive platform for cooperation and information exchange among: ESF Regional Centers, Intermediate Bodies, 2nd level Intermediate Bodies (Implementing Bodies) and the Managing Authority

Due to the complexity of OP HC implementation system in Poland the task of ESF's national Center consists in creating a platform for information and experiences exchange among the Managing Authority, Intermediate Bodies/2nd Level Intermediate Bodies and ESF's Regional Centers, through the organization of cyclical working meetings of all parties, both on central and regional levels.

The target mentioned above is completed collectively by ESF's Team for Regional Centers and the Team for Trainings and Counseling.

Operational target II.7.4:

Development of new, coherent and efficient solutions for work in ESF's Regional Centers and verification of their development directions.

This target is achieved by the activities of the Local Development Academy. The Academy is a supporting and advisory body helping the National Center of ESF in the completion of its tasks. The objective of the Local Development Academy is a collective development of new solutions for work of ESF's Regional Centers, verification of directions of network's development and the development of Centers', Intermediate Bodies' and 2nd Level Intermediate Bodies' personnel, and in particular:

- indicating the development directions of ESF's Regional Centers, in response to the changing social and economic situation of regions and priority directions of support for OP HC, specified in current Action Plans as well as the adaptation of standards to changing conditions.
- developing and extending of methods and tools of animating, advisory, educational and evaluation works, applied in social practice by Regional Centers of ESF and Intermediate Bodies.

- developing of the Center's tasks and animating function as well as creating of a set of tools for each function, to be used in animating work and creating the tools for self-evaluation.
- developing or adapting the existing tools of social potential diagnosis.
- developing of tools supporting the beneficiaries of the Human Capital Operational Programme.
- creating a compendium of knowledge necessary in work for local societies and relating to the issues included in the ESF's scope of support (e.g. labour market, social integration).
- recommending the subjects of teaching by ESF's Academy of Knowledge.
- creating, monitoring and evaluating of an educational system for the employees of Regional Centers of ESF and Intermediate Bodies/2nd Level Intermediate Bodies.

The target described above will be achieved collectively by the ESF's Team for Regional Centers and the Information Team.

Operational target II.7.5:

Development and realization of a coherent concept of information and promotion for ESF/OP HC and ESF's Regional Centers.

The promotional activities will be conducted by the National Center of ESF, and they include two basic areas:

- promotion of EFS/PO KL – promotion of possibilities offered by ESF and promotion of meaning and role of this fund, particularly in stimulating of local development and partnership as horizontal issues supported by OP HC;
- promotion of ESF's Regional Centers – promotion of network's image among the public opinion and other institutions. The National Center of ESF is responsible for network promotion, while the Regional Centers of ESF conduct the promotion on the voivodship level, in agreement and cooperation with the Intermediating and Implementing Institutions. The tasks connected with the promotion of network and the Centers themselves are described in the Communication Strategy of ESF's Regional Centers and ESF's National Center.

Furthermore this target is achieved through providing professional, comprehensive and effective counsels by the Helpline of the European Social Fund.

The target described above will be achieved collectively by the ESF's Team for Regional Centers and the Information Team.

8. OPERATIONAL TARGETS OF THE CENTRAL INFORMATION POINT OF THE MINISTRY OF REGIONAL DEVELOPMENT

The tasks related to the operating of the Central Information Point at the Ministry of Regional Development and with performing of informational and promotional activities for beneficiaries and potential beneficiaries were entrusted to CIP since January, 2010, on the basis of the Agreement concluded between the Minister of Regional Development and the Center of European Projects. Simultaneously the Center was obliged to carry out the subject activities in accordance with the Communication Strategy of European Funds for years 2007-2013, which defines the basic principles for information and promotional activities conducted for the needs of the National Cohesion Strategy.

The operational targets of CIP support the completion of the following two of seven operational targets included in the Communication Strategy of ESF:

- popularization of benefits resulting from using of European Funds, and indirectly from the integration with EU;
- supporting the beneficiaries in the process of funds acquisition from the European Funds, by professional information and motivation,

which results from Center's scope of tasks in the field of information and promotion.

Operational target II.8.1

Establishing a competent institution ensuring access to comprehensive and updated information regarding the possibilities and principles of financing acquisition from the operational programmes conducted within the framework of the National Cohesion Strategy for years 2007-2013 and the programmes of European Cross-border Cooperation and the European Neighbourhood and Partnership Instrument.

In accordance with an agreement concluded with the Minister of Regional Development, in the scope of information the Center of European Projects is responsible for providing the interested entities with w information on the possibilities to acquire a help within the framework of the National Cohesion Strategy, using the Internet "Knowledge Base", which is available on the website of the European Funds, including actively searched information from the managing authorities, beneficiaries and contractors completing the projects.

The following actions will be undertaken in order to complete this task:

- cyclical training of CIP in the scope of possibilities and conditions of help acquisition from individual operational programmes and ETC and ENPI programmes as well as creating a network of contact persons in individual managing, intermediating and implementing institutions, which will be able to respond to more detailed questions regarding the rules of financing of projects completed within the National Cohesion Strategy;
- conducting the trainings, in cooperation with the Network of Information Points and with using of created network of external trainers, cooperating with the Center. The subjects of these trainings should be agreed with National Strategic Reference Framework's Coordinative Institution and result from cyclical identification of the training needs for individual categories of recipients;

- publishing information on the current training offer of ESF's Regional Centers and National Supporting Institution on the CEP's website.

Operational target II.8.2

Developing and implementation of effective training system for the employees of the Network of Information Points, institutions functioning in the system of European Funds implementation and institutions and organizations providing information on European Funds.

In accordance with the agreement concluded with the Minister of Regional Development, the CEP is responsible for, *inter alia*, organizing the trainings for the employees of the Network of Information Points on European Funds for years 2007-2013 and for employees of other institutions functioning in the system of European Funds implementation and employees of institutions and organizations which provide information on the European Funds.

Creating the offer of cyclical trainings, flexibly adjusted to the recipients' needs, will require undertaking of the following actions:

- cyclical identifying of the training needs of individual categories recipients, in cooperation with appropriate Managing Authorities and Marshal Offices;
- developing of a training plans including the diagnosis of needs;
- creating a network of external trainers;
- conducting the trainings on the basis of own personnel and created network of external trainers cooperating with the Center of European Projects.

Information on the current training offer of the National Supporting Institution will be also published on the CEP's website.

Operational target II.8.3

Ensuring a wide promotion of possibilities and benefits resulting from realization of EU regional policy in Poland as well as the effects of European Funds' implementation.

The task of promoting the European Funds and CIP was also entrusted to the Center of European Projects, in accordance with the agreement concluded with the Minister of Regional Development.

The following actions are planned in the scope of this target:

- presentation of the most interesting projects completed within the individual operational programmes and EWT and ENPI programmes on the CEP's website. These projects will be presented on especially created thematic section, developed in cooperation with the institutions managing the operational programmes and the beneficiaries of projects completed within the National Cohesion Strategy;
- presentation of the best practices and information on beneficiaries' experience from projects completion on the CEP's website;

- publication of a free, quarterly bulletin, on the basis of information on completed, in which the benefits resulting from the implementation of individual programmes will be described as well as the distribution of this bulletin in CEP and the Network of Information Points;
- editing a monthly newsletter including information on the most interesting projects. This newsletter will be sent to the entities potentially interested in financing acquisition, such as local authorities, social and economic partners and selected branch organizations, in accordance with a database of CIP's recipients, created and cyclically updated by CIP.