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CENTRUM PROJEKTÓW EUROPEJSKICH

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Annex to the Strategy of the Center of European Projects

Approved:

Minister of Regional Development

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Introduction

The Center of European Projects was established pursuant to the *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 Strategy of the Center of European Projects was formulated in the second half of 2009 and it was approved by the Minister of Regional Development in January, 2010.

The Strategy assumes the implementation of the management through targets method in the CEP. In accordance with this method all actions of individual units and their employees are subordinated to and result from previously agreed strategic goals.

The Joint Technical Secretariat of the Lithuania - Poland – Russia Cross-border Co-operation Programme 2007 – 2013 did not function in the CEP's structures at the time when the strategy was developed. Due to this reason the strategic and operational goals for this unit were not defined at the stage of strategy formulation. Therefore there was an urgent need to develop the *Annex to the Strategy of the Center of European Projects*, including the strategic and operational targets for the JTS of the Lithuania - Poland – Russia Programme 2007 – 2013 and to obtain an approval of this Annex by the Minister of Regional Development. Formulation of the strategic targets for the Joint Technical Secretariat of the Lithuania - Poland – Russia Cross-border Cooperation Programme constitutes a *sine qua non* condition for the implementation of the management through targets in this unit.

The basis for the development of the *Annex to CEP's Strategy* were the documents regulating the basis of the Center's activity and its internal organisation as well as the documents on the Programme, which constitute the basis for the implementation of the Lithuania - Poland – Russia Cross-border Co-operation Programme 2007 – 2013.

Works on the development of the *Annex to 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).

OPERATIONAL TARGETS OF THE JOINT TECHNICAL SECRETARIAT OF THE LITHUANIA – POLAND – RUSSIA CROSS-BORDER CO-OPERATION PROGRAMME 2007-2013

Operational target II.9.1

Building a competent and committed team of the Joint Technical Secretariat

In order to achieve this target it is required to create a system of Secretariat employees' recruitment, based on the rules of openness, objective evaluation of the candidates in respect of expected competences and, if possible, the representation of three states, which are engaged in the implementation of the Programme. The system will include the development of competence criteria for each post, publication of announcements on recruitment on the websites of CEP and the Territorial Cooperation Department of the Ministry of Regional Development and the evaluation of candidates by the recruitment Commission, composed of representatives of above-mentioned three states.

The selection of employees is conducted in two stages. During the first stage the applications received are checked in respect of the requirements included in the announcement. The persons, who were verified positively, are invited for an interview, during which the Commission evaluates the candidates in respect of their knowledge of the Programme's legal basis, experience in managing EU projects and programmes, knowledge of declared foreign languages and personal qualities. Finally the candidates are invited for a written part, which checks the declared knowledge of English.

The team is created during the recruitment process on the basis of the analysis of knowledge and experience. The assurance of representation of the three countries is taken into consideration, if possible, during this process.

Operational target II.9.2

Effective conducting of Calls for Proposals, projects contracting, supporting the beneficiaries and monitoring of projects implementation process

It is planned to conduct three types of Calls for Proposals during the implementation of the Programme.

1. Strategic projects (Large Scale Projects) – they regard big investment projects implemented in the cross-border area. Initial list of the projects was approved at the first meeting of the Joint Monitoring Committee.

2. Open call for regular projects implemented within the invitation to the submission of applications. This call is available for all qualifying organisations/institutions from the Programme's area. Submitted project applications will concern two thematic priorities: a) contributing to solving of joint problems and challenges, and b) supporting social, economic and spatial development.
3. Open call for Microprojects – small scale projects, implemented within the horizontal priority dedicated to people-to-people cooperation.

An appropriate application package, including all necessary documents needed to submit an application, will be prepared for each call. The team of Secretariat's employees will ensure the transfer of appropriate knowledge to potential Applicants, in the form of trainings / informational meetings organised on the territory of Poland, Lithuania and Russia (Kaliningrad Oblast), with help of website – Q&A section, phone/e-mail consultations and replies to asked questions.

The number of calls for projects will depend on the budget available and it will be a decision of the Joint Monitoring Committee.

The structure of the team of Programme's Joint Technical Secretariat will be determined until the end of 2010, along with precise defining of tasks of individual teams and experts responsible for the implementation and monitoring of individual projects and the Programme as a whole. Within the framework of support provided to the Beneficiaries by the Secretariat, it is planned to conduct thematic trainings and informational meetings, update the Programme's website, prepare and consult the grant contracts and support the beneficiaries during the completion of projects, in the scope of required implementation and tender procedures.

The JTS will select an entity independent from the institution engaged in the implementation of the Programme. The task of this entity will be to provide advisory services in the scope of the application of public procurement law, including PRAG procedures (this task will be achieved on the basis of especially allocated funds from the Programme's budget).

Operational target II.9.3

Introducing a system of raising the qualifications of employees involved in Programme's implementation

This target will be achieved within the budget of technical assistance, from which the following expenditures can be financed:

- Expenditures aiming at raising the qualifications of personnel involved in the implementation of the Programme, oriented towards increasing the effectiveness of functioning of institutions engaged in the process of Programme's management and implementation, in particular the actions performed by the Joint Monitoring Committee, Joint Managing Authority, Joint Technical Secretariat and JTS' branch offices. The basic categories will include the expenditures on thematic internal trainings, language trainings, participation in trainings and seminars organised by INTERACT and RCBI, etc.

Operational target II.9.4

Ensuring an effective informational and promotional system for the Programme

The following tools, allowing easy dissemination of information regarding the Programme, will be used:

(a) Internet

Website of the Programme will be prepared in the following forms: (a) dedicated website of the Lithuania – Poland - Russia Cross-border Co-operation Programme; the website will be a main source of official information on the Programme. Regularly updated website will be published in English, Polish, Russian and Lithuanian. In addition to information on the project, all announcements and documents related to the Programme and intended to be publicly known will be published; (b) cooperation with partner portals, which requires to undertake the cooperation with portals dealing with the issues of European funds, in order to place a link to the Programme's website (www.lp-pl-ru.eu) on the websites of these services, (c) placing sections regarding the Programme in online encyclopedias (e.g. in Wikipedia).

(b) Media

Traditional media will be used to **achieve the target:** press, television and radio. Due to a territorial character of the Programme a special emphasis is put on the cooperation with local media acting on the eligible area of the Programme, on the territory of all three engaged states.

It is planned that media will be regularly informed about the Programme in the form of press releases and that the topics, which are interesting for longer articles, interviews, etc., will be defined on ongoing basis.

(c) Publications

Regularly published Newsletter will be dedicated to the Programme's issues. This newsletter will also include more general information on the eligible area of the Programme.

The publications such as the "Programme Document" will be prepared. They will include the most important information on the Programme – its legal basis, criteria of project selection, main targets and actions. These publications will be available in printed and electronic versions (they can be downloaded from the Programme's website and from befriended thematic websites).

During each subsequent period of Call for Proposals the JST will prepare the documents including information about the rules of Call for Proposals; legal basis; instructions of forms completion. This information will be available in electronic version on the Programme's website and, if a need arises, can be distributed via electronic means to the persons (potential beneficiaries), who make such requests to JST employees.

Taking care of obeying the rule of equality of all states engaged in the Programme, all the publications will be issued in English, and, if possible, in national languages.

(d) Promotional materials

Informing leaflets, prospectuses, catalogues and brochures dedicated to the Programme and regions located on the Programme's eligible area. These materials will be produced depending on the current needs.

(e) Events

The events will be organised (in the form of conferences, informational meetings, press breakfasts, workshops, meetings and trainings). The events will be aimed at enabling information exchange, discussions and presentation of the achievements of the Programme and projects implemented within the Programme.