



**Integrated strategy for promotion and training activities
of the Community Support Framework Managing Authority
in Poland for years 2004-2006**

**MINISTRY OF ECONOMY AND LABOUR
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FOREWORD

Poland's accession to the European Union followed by opportunities of taking advantage of structural instruments is a new situation, which is a great challenge for both potential beneficiaries and employees of institutions in charge of management and implementation of European funds.

Very stringent conditions have to be met to assure an appropriate absorption level of Structural Funds as follows:

- ❖ creating an effective system of information exchange among all parties involved in the funds' implementation process and raising awareness in the general public by means of providing information on the role played by the European Union in granting assistance to the Member States and the results of that assistance,
- ❖ supplying thorough information on Structural Funds and providing beneficiaries with assistance and consultancy concerning the preparation of applications and application procedures, as well as strengthening the administrative capacities for efficient Structural Funds and Cohesion Fund management.

Bearing in mind the above priorities, the Integrated strategy for promotion and training activities of the Community Support Framework Managing Authority (CSF MA) in Poland for years 2004-2006 (hereafter referred to as "the Strategy") refers to promotion and training activities.

Promotion activities are understood as initiatives aiming, inter alia, at raising awareness in the general public and different target groups of the Community Support Framework implementation results and the opportunities for taking advantage of Structural Funds, as well as providing general knowledge on information sources concerning EU funds.

Training activities aim at delivering to Structural Funds' beneficiaries and to civil servants involved in the Structural Funds' management and implementation process specific theoretical knowledge followed by practical skills, that will contribute to more efficient absorption of funds.

The strategy has been divided into three complementary parts:

1. **The integrated strategy for promotion and training activities** of the Community Support Framework Managing Authority (CSF MA) in Poland for years 2004-2006 – provides for general framework of the CSF MA communication policy.
2. **Promotion activities** – presents basic promotion principles.
3. **Training activities** – describes basic principles for training organization.

Each year the Community Support Framework Managing Authority elaborates **the Action Plan** including specific actions undertaken in the framework of the Strategy supported by the cost calculation. Action Plans will constitute annexes to the Strategy.

Action Plans should be based on reliable analyses of information needs of particular target groups as well as on an assessment of the efficiency and the effectiveness of communication and promotion instruments used, and they should take into account changes occurring at all national, regional and

local levels.

In 2004-2006 both promotion and communication activities will require much effort and high capital expenditures as these problems are new and hardly know.

According to information passed to the CSF MA by Operational Programmes Managing Authorities the demand for general and specific information on Structural Funds among all groups of potential beneficiaries is very high.

Hence, it is essential focus in the relatively short time on the implementation of system solutions, which will assure sustainable and regular information flow among all parties involved in the funds' management and implementation process, as well as on the close coordination of activities of the CSF MA, Operational Programmes Managing Authorities and other partners.

The integrated strategy for the CSF MA promotion and training in Poland for years 2004-2006 is a base document for carrying out a complex communication policy on the Community Support Framework.

The Strategy covers:

- brief information on achievements so far in the field of communication and education on EU funds,
- main directions of promotion activities in years 2004-2006 (**promotion activities**),
- main directions of training activities in years 2004-2006 (**training activities**),
- **objectives** of promotion and training activities,
- methods of accomplishment of established objectives (**tactics**),
- main social groups to which activities are addressed (**recipients**),
- parties involved in the Strategy implementation and the manner of their involvement (**partners**),
- framework principles for partners' co-operation (**co-ordination**),
- methods of measuring of the Strategy implementation progress (**monitoring**) and **evaluation** methods of the activities' effectiveness,
- system of vocational training on Structural Funds and of information exchange among all existing and potential parties involved in the funds' implementation in Poland.

1. ANALYSIS OF THE CURRENT SITUATION

1.1 Training

Increase in interest in regional policy in Poland has been noticed in the mid-nineties together with the emerging perspective of Poland's accession to the European Union. Already at the beginning of the nineties the economic transformation in Poland had been supported by the EU with economic and technical assistance, mostly in the framework of PHARE funds. By the end OF 1999 ca. 400 million EUR of the non-returnable assistance had been assigned to programs implemented in line with the goals of the regional policy.¹

Particularly significant for the process of preparation for funds' implementation were programmes of institutional strengthening implemented within the framework of PHARE SPP-1998, which supported the development of administration staff and structures necessary for Structural Funds absorption.

In 2000 PHARE programme priorities were adjusted to the requirements of European Integration. One of three elements of the PHARE programme has been defined as "institution building", in the framework of which it is possible to finance projects aiming at strengthening administration and staff, as well as improving programming, monitoring and financial control skills.²

PHARE Institution Building programmes enabled the delivery of training to all institutions involved in the implementation of projects co-financed from pre-accession EU funds PHARE, ISPA and SAPARD, as well as to central and regional administration – future managing institutions, intermediate bodies and to the future Paying Authority. The main instrument of implementing Institution Building projects is twinning.

Moreover, government departments in charge of Structural Funds and the Cohesion Fund management started in autumn 2002, in line with prepared training plans, training addressed to administration staff, and in 2003 - training for potential funds' beneficiaries, including implementing authorities and members of Steering and Monitoring Committees.³

The Ministry of Economy, Labour and Social Policy (since May 2004 the Ministry of Economy and Labour), performing the role of the Community Support Framework Managing Authority, while implementing the integrated training system in co-operation with EU experts working under the German-French twinning project, trained in the fourth quarter of 2003 over 500 administration employees , including ca. 270 Ministry staff and 230 employees of Marshal and Voivodship Offices. Training sessions have been performed by both Polish and foreign experts. Apart from training the twinning project has delivered expert advice and assistance on, inter alia, eligibility, communication and promotion or state aid.

¹ National Development Plan 2004-2006, chapter III, p. 49.

² Ibidem, p.50.

³ Report on the process of preparations for absorption of Structural Funds and the Cohesion Fund in Poland August 2002 - –December 2003, MEL, January 2004.

However, despite deep involvement of the Ministry, having in mind the continuous staff recruitment process and the complexity of topics presented during training sessions, demand for training among administration staff, in particular at regional level, is still significant.

By the end of 2003 all Operational Programmes Managing Authorities, according to their competences, have organised training, seminars, conferences in the framework of the given operational programme for defined groups of beneficiaries, including for potential project developers, trainers, managing and implementing institutions within the European Social Fund, implementing authorities and intermediate bodies, as well as project developers within Operational Programme “Improvement of Competitiveness of Enterprises”, representatives of business environment, entrepreneurs, Maritime Authorities and the Authority of Seaports (Operational Programme “Fisheries and fish processing”), implementing authorities and beneficiaries of Operational Programme Transport, employees of the Ministry of Agriculture and Rural Development, Agency for Restructuring and Modernisation of Agriculture (Agencja Restrukturyzacji i Modernizacji Rolnictwa - ARMiR), Foundation of Assistance Programmes for Agriculture (Fundacja Programów Pomocy dla Rolnictwa - FAPA), Marshal Offices, Voivodship Offices and advisory service within Operational Programme “Restructuring and modernisation of the food sector and rural development”, as well as for Marshal Offices, Voivodship Offices and Voivodship Labour Offices within the Integrated Regional Operational Programme. The Ministry of Agriculture and Rural Development in the framework of the PHARE programme organises training in the field of preparing, monitoring and implementing projects financed from the EAGGF and the FIGG.

The most difficult situation seems to be as far as beneficiaries of the ERDF (in particular local self-governments) are concerned, for whom, due to failure of two tenders for training services organised by the Ministry of Economy and Labour (MEL) no training activities have been undertaken on a large scale.

The mentioned target group has been addressed by an important initiative organised by the Office of the Committee for European Integration (OCEI) in the framework of “Personnel for Europe” (“Kadra dla europy”). The goal of the project was increasing capacities of the self-government administration to absorb EU Structural Funds by the means of educating trainers and advisers at the regional level in Regional Centres of European Information (Regionalne Centra Informacji Europejskiej – RCIE).

1.2 Promotion

In 1999 the Polish government has adopted the Programme for Informing Society (Program Informowania Społeczeństwa) prepared by the Office of the Committee for European Integration. It was the time when the number of European initiatives undertaken by different government institutions, non-governmental organisations, church institutions, trade unions, universities, the media, foundations, the European Commission Delegation in Poland, had risen significantly.⁴ Promotion and

⁴ Ewaluacja strategii informacyjnej oraz kampanii na rzecz integracji europejskiej w Polsce, ed.: B. Ciężka, M. Fałkowski, The Institute of Public Affairs, Warsaw 2003.

communication activities aimed, inter alia, at convincing Polish public opinion to the integration to the European Union and encouraging them to vote in the European referendum. The area of European funds was presented as one of the benefits of Poland's accession to the EU.

A great success of the governmental information campaign was connected with creating the European Information Centre (Centrum Informacji Europejskiej - CIE) and 33 Regional Centres of European Information (RCIE). Some other examples of the existing European information networks are European Documentation Centres (created mainly at universities and colleges) as well as Euro-Info centres (for entrepreneurs).⁵ The centres mentioned are one of the major and broadly known information sources on the European Union, that is why a close cooperation with these centres is advisable in order to promote the Community Support Framework..

One of the significant steps in the preparation process of the EU funds implementation was an initiative to introduce long-term system solutions undertaken by government and non-government institutions aiming at educating a number of trainers competent in the field of Structural Funds. Good examples of such initiatives are, e.g. the National Training Centre of the European Social Fund (Krajowy Ośrodek Szkoleniowy Europejskiego Funduszu Społecznego - KOSzEFS), National System of Preparations for Structural Funds (Krajowy System Przygotowań do Funduszy Strukturalnych – KSP), a training project for trainers recruiting from Marshal Offices, implemented by the OCEI within the PHARE project 0003.15 "Strengthening Acquis implementation at regional level".

Elaboration of **the National Development Plan 2004-2006**, which constitutes a base document for planning specific intervention activities with the use of Structural Funds was preceded by a process of broad social consultations at both national and regional levels. Consultations with the participation of representatives of self-government units, social and non-governmental organisations, societies and associations of entrepreneurs (together ca. 5000 people) took place from July to November 2002.

After the Council of Ministers had adopted the National Development Plan (NDP) (February 2003) and operational programmes, the Ministry of Economy, Labour and Social Policy (MEL) performing a function of the CSF MA, has organised a vast promotion campaign at both central and regional levels, striving to raise awareness on regional policy and EU Structural Funds, with benefits from the latter presented as one of the positive aspects of Poland's accession to the EU. The promotion campaign included:

- organisation of a series of conferences promoting EU structural instruments in Poland at central and regional level,
- preparation and distribution (in a form of brochures, folders, handouts, CD, the website) information materials on the NDP, operational programmes (OP), programme complements, opportunities for accessing structural assistance by various groups of beneficiaries, etc.

Parties involved in the promotion actions included also the ministries in charge of elaboration of particular operational programmes (the Ministry of Agriculture and Rural Development, the Ministry of Infrastructure, Ministry of the Environment) as well as Marshal and Voivodship Offices.

In 2003 promotion materials on the NDP and operational programmes were distributed among all involved institutions (ministries, Marshal and Voivodship Offices, regional development agencies, non-governmental organisations, interested parties, representatives of the media).⁶

Also the OCEI activities that have started since the beginning of the second half of 2003 focused on the pre-accession and Structural Funds absorption in Poland.⁷ One of the outputs of the OCEI promotion activities was publishing a series of thematic folders and a CD with an interactive presentation "How to benefit from EU funds" (Jak zdobyć fundusze z UE"). These promotion materials have been distributed, inter alia, to self-governments, Regional Centres of European Information, European Information Centres in gminas, Offices for European Integration in Voivodship Offices. The OCEI has also undertaken a number of actions of the information and promotion nature, like trainings in regions, advice to particular gminas.

One of the most important instruments broadly used to promote Structural Funds is the Internet, where it is possible to find websites devoted to both theoretical and practical aspects of EU funds absorption. These are services of particular Operational Programmes Managing Authorities, Intermediate Bodies and Implementing Authorities which are as follows:

- www.fundusze-strukturalne.mg.gov.pl
- www.erdf.edu.pl
- www.efs.gov.pl
- www.zporr.gov.pl
- www.konkurencyjnosc.gov.pl
- www.minrol.gov.pl
- www.funduszspojnosci.gov.pl
- www.cios.gov.pl

Information on Structural Funds can also be found on websites administered by the OCEI, which allow for e-learning (www.ukie.gov.pl), on the service of the National Fund for Environmental Protection and Water Management (www.nfosigw.gov.pl) and on services of 16 Voivodship funds for environmental protection, on the social and economic partners websites (e.g. www.europa.edu.pl, www.euroinfo.org.pl, www.opoka.org.pl), media services (e.g. www.gazeta.pl, www.samorzad.pap.pl), as well as on the websites of particular Polish regions and local self-governments.

According to art. 46 paragraph 2 of Regulation (EC) No 1260/1999 Operational Programmes Managing Authorities undertake actions aiming at providing publicity of structural assistance delivered in the framework of a particular programme. In order to achieve this aim Managing Authorities organise seminars, publish bulletins, brochures, folders, etc. Operational Programmes Managing Authorities monitor and control the availability of funds for promotion and information activities.

Moreover, for months all voivodships have been conducting information and promotion activities

⁵ Ibidem

⁶ *Report on the process of preparations for absorption of Structural Funds and the Cohesion Fund in Poland, August 2002 - December 2003, MEL, January 2004.*

resulting from the IROP Promotion Plan, which is included in the programme complement, among others in the form of conferences, distributed information materials, internet websites, etc. What is more, information points for potential beneficiaries in Voivodship Offices and institutions performing functions of final beneficiaries, (e.g. Voivodship Labour Offices) have started to be created and developed. The Ministry of Economy and Labour encourages self-governments to undertake this type of action and helps them by exchanging experiences of best practices in this field. This is the aim of specialist workshops on the communication and promotion management and consultations with experts, which have started to be organised.

Finally, institutions, which are actively involved in disseminating information on Structural Funds and providing expert advice for various groups of funds' beneficiaries are as follows:

- the Office of the Committee for European Integration (PHARE project, the OCEI activities),
- government Agencies (Polish Agency for Enterprise Development (PARP), Agency for Restructuring and Modernisation of Agriculture (ARMiR), state institutions (e.g. National Centre for Culture),
- non-governmental organisations (Foundation in Support of Local Democracy or Foundation for Economic Education, etc.),
- European integration networks (the European Information Centre, Regional Centres for European Integration, National Contact Point and regional, local and branch Contact Points, Euro Info Points, etc.),
- the European Commission Representation in Poland.

1.3 Conclusions

According to *the Report on the process of preparations for absorption of Structural Funds and the Cohesion Fund in Poland August 2002 – December 2003* „as a result of training and informational and promotional activities that already have been carried out, the consciousness increased among employees of the national and regional administration on the possibilities of utilisation of EU structural instruments”. Nevertheless, both the Report and the document of the Institute of Public Affairs “Ewaluacja strategii informacyjnej oraz kampanii na rzecz integracji europejskiej w Polsce,” but also an analysis elaborated by the OCEI “Potrzeby informacyjne wybranych grup społecznych w okresie poprzedzającym członkostwo w UE w świetle badań opinii społecznej” indicate a number of threats and dangers, which occurred while having implemented so far activities and which can interfere the CSF MA promotion policy.

Achieving the aims of the Strategy strives, while based on Managing Authorities experiences so far, to neutralise in the most effective way existing weaknesses and threats.

⁷ Sprawozdanie z działalności informacyjnej i promocyjnej, OCEI

Weaknesses / Threats	Methods of overcoming the current state
High diversity of groups of recipients and various information needs	<ul style="list-style-type: none"> - co-operation with Operational Programmes Managing Authorities (on the basis of the additionality principle) and with other partners; - careful identification of different activities' target groups subject to both demographic criteria (age, education, profession, etc.) and geographic criteria (residence) and developing target plans for individual recipients; - constant monitoring of activities undertaken and their evaluation on a regular basis.
Large number of various information initiatives and problems with their co-ordination	<ul style="list-style-type: none"> - co-ordination of promotion and training activities of the CSF MA and other Managing Authorities; - active co-operation with partners (OCEI, Euro Info, etc.) in the field Structural Funds promotion; - active co-operation with social partners (non-governmental organisations, academic and scientific institutions) and with media in the field of the CSF promotion activities by means of developing a stable and effective plan of grant schemes and creating a good information flow (Internet websites, press conferences, thematic conferences, seminars); - gathering information and preparing aggregate reports on information and promotion activities undertaken in the field of Structural Funds by the CSF MA and its partners.
Lack of experience among beneficiaries (applicants for funds) in benefiting from Structural Funds	<ul style="list-style-type: none"> - disseminating model projects; - promoting best practices from abroad and from within Poland; - providing beneficiaries with good access to information (Internet websites, information points, publications); - organising training.
Great demand for knowledge in the field of implementing structural instruments in Poland	<ul style="list-style-type: none"> - implementing stable system solutions (information points, Call Centre / hotline); - engaging different sorts of promotion instruments (the Internet, printed materials, seminars, etc.); - making use of the existing infrastructure; - promotion campaign (in press, television, radio, the open air events in regions); - supporting existing information networks in the field of Structural Funds; - monitoring training needs and organising training that

	respond to needs.
Lack of experience in absorbing Structural Funds among employees of institutions involved in the funds' implementation process	<ul style="list-style-type: none"> - providing employees of institutions involved in the CSF implementation process with possibilities of constant training; - creating a platform for experience and information exchange; - taking benefit from the OCEI and other partners' experiences.
Ever changing information and conditions for Structural Funds' implementation	<ul style="list-style-type: none"> - making use of the Internet and IT systems; - organising discussion panels, conferences, seminars for individuals indicated in the Strategy and institutions involved in training activities; - developing a system of professional support for training institutions and information points staff.
Structural Funds perceived by the public as a set of complex procedures and the bureaucracy	<ul style="list-style-type: none"> - preparing folders and information brochures in a proper way; - supporting beneficiaries with applications' preparation in information points; - surveying public opinion on the way Structural Funds are perceived in order to plan promotion activities aiming at generating a positive image for EU funds.

The CSF Managing Authority has at its disposal sufficient funds to launch a vast promotion and training action, which will allow to achieve the Strategy objectives.

2. INTEGRATED STRATEGY FOR PROMOTION AND TRAINING ACTIVITIES

The Integrated Strategy for the CSF MA Promotion and Training Activities has been prepared in accordance with Commission Regulation (EC) No 1159/2000 on information and publicity measures to be carried out by the Member States concerning assistance from the Structural Funds.

In order to fulfil the requirements included in the Regulation the CSF MA has a task to:

- **prepare the Strategy for promotion and training activities**, presenting, inter alia, the tactics, beneficiaries of activities, partners, coordination and monitoring methods,
- **disseminate the Strategy** among all partners involved in the process of Structural Funds implementation,
- **inform on a regular basis the European Commission** on initiatives undertaken in the field of communication and promotion, aiming at meeting requirements of the 1159/2000 Regulation.

For implementation needs of the Strategy each year Action Plans together with annual financial breakdowns are elaborated. These plans determine methods and instruments for implementation of promotion and training activities.

Action Plans aim at assuring transparency of activities implemented in the framework of the Strategy and adjusting instruments, methods and resources to current needs, while giving consideration to changes of general conditions essential from the point of view of Structural Funds implementation (among others main socio-economic and sociological trends, changing needs and expectations of various groups of beneficiaries). That is why the CSF MA can initiate additional actions, other than ones included in Action Plans and can also modify projects envisaged in the Plans.

The Strategy defines also the CSF MA role in the field of the CSF promotion and communication in the context of the co-operation with other institutions involved in Structural Funds' management and implementation and EU promotion.

2.1 The Strategy framework

In the framework of promotion and training activities carried out it is necessary to ensure:

- constant partner co-operation among institutions involved in the process of funds' implementation, public administration institutions and selected non-governmental organisations performing in the public sector,
- implementation of a training system for beneficiaries, which is co-ordinated by the CSF MA,
- co-operation with the media, which assures constant presence of information on Structural Funds in media,
- implementation of stable promotion instruments (internet website, Call Centre / hotline),
- taking advantage of existing networks of information points,
- information campaign addressed to particular groups of recipients,
- implementation of pro-active policy towards social and economic partners, who undertake actions

- aimed at disseminating information on funds and their promotion,
- regular monitoring of public opinion on the awareness level concerning possibilities of benefiting from EU funds and procedures in force,
 - surveying public opinion on how Structural Funds are perceived and undertaking relevant actions striving to generate a positive image for funds,
 - systematic monitoring of promotion and information activities carried out from the point of view of achieving assigned objectives,
 - flexible adjusting promotion and information methods and instruments in accordance with changing circumstances,
 - creation of an effective system of information exchange among all partners,
 - providing the greatest possible number of individuals and institutions involved in the Strategy implementation or affected by the Strategy activities with the MEL professional supervision (the Internet portal).

2.2 Objectives

The strategic objective of the Integrated Strategy for CSF MA promotion and training activities is to

Create demand for Structural Funds in Poland and to ensure the effective implementation and the stability of the Community Support Framework interventions.

The strategic objective is to be met through achieving two direct objectives. Direct objectives of the Strategy are as follows:

1. **dissemination of knowledge** on the Community Support Framework and opportunities of receiving assistance from the funds, as well as **raising public awareness** of benefits related to the CSF implementation, and indirectly to integration to the European Union.

To achieve this objective it is necessary to initiate actions aiming at:

- *providing all interested parties, in particular potential project developers with broad and common access to information on how to benefit from EU structural instruments,*
- *promoting best practices,*
- *promoting model projects.*

2. **Development and co-ordination of a continuous and effective training system** in the field of Structural Funds and a system of information exchange among all existing and potential parties involved in the process of the CSF implementation in Poland.

To achieve this objective it is necessary to initiate actions aimed at:

- *ensuring that all existing and potential parties involved in the process of the CSF implementation will be included in the system of information exchange (professional support, consultations, training conferences),*
- *developing and propagating modern information instruments (the Internet website, the training*

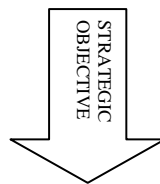
data-base, dedicated services),

- *supporting the CSF management and implementation system.*

The Integrated Strategy for the CSF MA Promotion and Training Activities bases on two pillars:

1. Promotion activities (referring to the direct objective 1),
2. Training activities (referring to the direct objective 2).

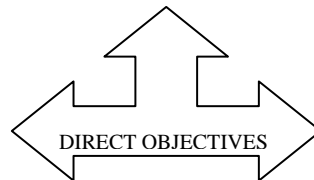
**Integrated Strategy for the CSF
MA promotion and training
activities**



**Create demand for Structural
Funds in Poland**

Dissemination of knowledge on the Community Support Framework and opportunities of taking benefit from funds, as well as **raising public awareness** of benefits related to the CSF implementation, and indirectly to integration to the European Union.

PROMOTION ACTIVITIES



Development and co-ordination of a continuous and effective training system in the field of Structural Funds and a system of information exchange

TRAINING ACTIVITIES

2.3 Target groups

Activities implemented in the framework of the Strategy are addressed above all to:

- beneficiaries*,
- social and economic partners (e.g. non-governmental organisations, academic and scientific institutions),
- public opinion,
- institutions involved in the process of funds' implementation,
- public administration units,
- media.

* According to the Law on the National Development Plan article 2 “a beneficiary is a natural person, a legal person or an organisation that does not possess the legal personality, benefiting from public community funds and public national funds on the basis of an agreement on the project partial financing or a decision referred to in art. 11 paragraph 7”.

The system of Structural Funds' implementation in Poland distinguishes between three types of beneficiaries:

1. Implementing Authorities, (performing functions of final beneficiaries);
2. final recipients, (performing functions of project developers);
3. ultimate recipients of services and investments, (performing functions of ultimate beneficiaries).

The Strategy activities are addressed to all target groups of beneficiaries, however both promotion and training parts of the Strategy define groups particularly vulnerable and essential from the point of view of meeting the Strategy objectives.

The Strategy activities are to be implemented by means of a broad range of communication instruments, which take into account the specification, needs and the capacity of a particular group of recipients. A catalogue of instruments, which will be used by the CSF MA is presented in the promotion part of the Strategy.

2.4 Strategy implementation and co-ordination of promotion and training activities

The Strategy provides for a partner co-operation in the field of promotion and training activities among all Operational Programmes Managing Authorities and the Cohesion Fund Managing Authority, but also among Intermediate Bodies and Implementing Authorities, in accordance with the subsidiarity principle.

All Managing Authorities have established special units or teams in charge of information and promotion of particular operational programmes and the Cohesion Fund. Similar units have also been established in the Intermediate Bodies for operational programmes and the Cohesion Fund.

All Operational Programmes Managing Authorities and the Cohesion Fund Managing Authority have elaborated promotion and information plans, identifying, among others things, partners for activities, objectives and methods of their attainment.

The CSF MA task imposed by the Integrated Strategy for the CSF MA promotion and training activities is to identify, in the process of consultations with the Operational Programmes Managing and the Cohesion Fund Managing Authority, links between all information and promotion plans of Managing Authorities and the Strategy and to agree possible areas of assistance in the area of information and promotion. The Strategy also refers to promotion and training plans of the OCEI, which is an important partner for the CSF MA in conducting the information policy on Structural Funds. The CSF MA will strive to co-ordinate activities with other partners – public institutions, selected non-governmental organisations and government agencies.

Co-ordination of various institutions' information and promotion activities will allow for more benefit from existing structures and experiences and to raise opportunities for more effective promotion of EU funds and their benefits.

Also regular exchange of information and experiences in the area of training and promotion will allow for improvement of promotion and information plans, so that they include to the highest degree opportunities, threats and benefits recognised by the CSF MA and its partners.

It is possible to develop such a system only when it assumes a close cooperation of the MEL, all partners involved in funds' management, monitoring and implementation, experts working under twinning covenants, existing information points, public institutions, and commercial training and consultancy companies.

In charge of management and implementation of the Integrated Strategy for promotion and training activities and related Action Plans is the CSF MA. A unit directly responsible for the Strategy activities is the Training, Information and Promotion Unit in the Department of Structural Policy Coordination (Hereafter referred to as "the Unit").

Moreover, on the basis of an inter-ministerial working group on co-ordination of training activities in the field of the Structural Funds, which has been operating since November 2003, a so called steering group (**Steering Group**) on promotion and training activities in the field of structural instruments is to be established. It will consist of representatives nominated by the Operational Programmes Managing Authorities and the Cohesion Fund Managing Authority, the staff of the Information, Promotion and Training Unit of the Department of Structural Policy Co-ordination and a representative of the MEL Press Office. The tasks of the Steering Group, chaired by the Head of the Information, Promotion and Training Unit are to:

- co-ordinate all promotion and training plans,
- update on a current basis and consult with all parties the training plans,
- exchange experiences and agree all matters connected with training, in particular for employees of Managing Authorities, Intermediate Bodies, institutions monitoring and implementing the funds,
- identify training needs of particular groups of beneficiaries,
- perform a role of the Centre of Competences in the training system (a detailed description in the part: Training activities),

Co-ordination of the Strategy with promotion and training plans of partners is ensured by consultations and arrangements carried out among the Steering Group members and representatives of other selected partners. Co-ordination meetings, initiated by the CSF MA are held not less than twice a year:

1. in order to agree Action Plans for the given year, not later than by the end of March each year;
2. in order to summarise activities of the previous year, not later than by the end of January each year.

Managing Authorities of particular operational programmes and other partners, who are involved in the Strategy implementation, submit, at the request of the CSF MA, not less than once a year, a report on

promotion and communication activities undertaken. The CSF MA produces an aggregate annual report on the basis of information provided and, eventually, on the basis of public opinion polls and expertise on promotion and information activities in the field of Structural Funds.

2.5 Evaluation of the Strategy implementation outputs

The Institution in charge of monitoring the Strategy implementation and evaluation of undertaken activities is the CSF MA. A relevant document summing up all CSF communication and promotion activities will be formally submitted to the CSF Monitoring Committee once a year. According to the EC Regulation No 1260/1999, the Annual Report covers initiatives undertaken in order to fulfil the objectives of the Integrated Strategy for the CSF MA promotion and training activities.

Indicators measuring the Strategy implementation are, as follows:

1. **effectiveness** – expressed by a ratio of inputs (costs, labour) to outputs (results),
2. **efficiency** – defined as a perception of the promotion campaign and training and their impact on the awareness of the Strategy activities' recipients.

Outputs of the promotion and training campaign conducted and/or co-ordinated by the CSF MA are to be measured by means of the degree to which the strategic objective (creation of the demand for Structural Funds in Poland and to ensure an effective implementation and stability of the Community Support Framework interventions) and direct objectives (dissemination of knowledge on the Community Support Framework and opportunities of taking benefit from funds, as well as raising public awareness of benefits related to the CSF implementation, development and co-ordination of a continuous and effective training system in the field of Structural Funds and a system of information exchange) will be achieved.

Evaluation of the **effectiveness** of implemented activities is to be carried out by the CSF MA by means of conducting quantitative analyses of funds (inputs) and the activities' results (outputs).

In this case an indicator might be a ratio of inputs borne to:

- the number of distributed / ordered publications,
- the number of phone calls at the Call Centre,
- the number of visits on the website,
- the number of people trained,
- the number of promotion materials distributed,
- the number of press releases,
- the number of radio and television broadcasts.

Researching and evaluation of the campaign **efficiency** is to be outsourced to specialised public opinion research institutes, which by means of relevant techniques both quantitative (questionnaires, interviews) and qualitative (observations, interviews, group discussions, analyses of media from the point of view of presence of positive, neutral and negative information in publications) will conduct public opinion and media polls. Both research methods and the sample selection chosen by the research centres are to be agreed with the CSF MA.

Moreover, the CSF MA can order expert advice, analyses, etc. aiming at evaluation of the efficiency of the promotion campaign and training activities.

These documents, as well as other „feed-back information” concerning implemented activities are to be subject to regular analyses carried out by the CSF MA and discussion at the Steering Group meetings.

All activities striving to examine the effectiveness and efficiency of the promotion and training campaign will serve to better planning of further actions and eventual changes to be introduced to the CSF MA plans, what will contribute to meeting the Strategy objectives.

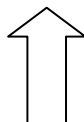
2.6 Financing

Initiatives undertaken by the CSF MA and resulting from the Integrated Strategy for the CSF MA promotion and training activities are financed from following sources:

1. Operational Programme Technical Assistance;
2. State Budget (co-financing, budget of the Department of Structural Policy Coordination in MEL);
3. PHARE 2001 Programme PL0101.14 “Strengthening coordination and management capacities for Structural Funds” (twinning project with France);
4. PHARE Programme 2002/000-580.01.07 “Preparation to Community Support Framework and European Regional Development Fund” (twinning project with Great Britain, twinning project with Germany in consortium with France, Technical Assistance Component);
5. PHARE Project PHARE 2002/000-580.01. “Preparation of the project pipeline for European Regional Development Fund”;
6. Others, according to eventual needs (e.g. CPF funds).

3. PROMOTION AND COMMUNICATION ACTIVITIES

Increasing public interest in Structural Funds and opportunities of benefiting from structural instruments of public, particularly among potential project developers and informing on the progress in the Community Support Framework implementation.



Expected results

Goal achievement will have a positive impact on increase in interest for opportunities connected with applying for EU funds and on increase in number of developed projects and it will contribute to public acceptance of the Community Support Framework implementation outputs.

3.1 General Framework

The best form of the Community Support Framework promotion is INFORMATION

A/ Type of information provided:

Information provided by the CSF MA should be:

- easily accessible,
- up to date,
- understandable,
- objective,
- reliable,
- easy to be identified (coherent graphics, logotype, etc.)

The CSF MA will avoid in the communication process so called “European jargon” and official terms, which might be difficult to understand. Information will be presented in a simple and understandable way for particular groups of recipients.

Information distributed will focus on three aspects:

1. **to know how**, i.e. providing information on processes, techniques, etc.,
2. **to know who**, i.e. providing information on information sources,
3. **to know what for**, i.e. providing information on opportunities and results.⁸

⁸ Based on the document „Potrzeby informacyjne wybranych grup społecznych w okresie poprzedzającym członkostwo w Unii Europejskiej w świetle badań opinii społecznej”, M. Bukowska-Siegiel, OCEI.

Information should be prepared and used from the point of view of the Integrated Strategy for the CSF MA promotion and training activities' implementation and focused above all on the quality and the impact effectiveness.

B/ Information sources:

In order to ensure the distribution of high quality information the CSF MA will base information on the following sources:

- official government documents,
- scientific analyses and expert advise,
- press releases prepared by government press teams, in particular by the Press Office in the MEL,
- Ministerial internal documents, which are not secret, confidential and restricted,
- data bases of government institutions,
- the Internet,
- information provided by Managing Authorities, Intermediate Bodies, implementing and monitoring Institutions,
- questionnaires and public opinion polls outputs.

C/ Distribution of information:

The Strategy provides for information distribution through following channels:

- the Internet website, with a possibility to download materials in the printable form,
- media (e.g. information, announcements, inserts, sponsored articles),
- direct mailing (according to the data base or needs declared) by post or e-mail,
- distribution of materials at seminars, conferences, fairs, etc.,
- distribution of materials at the Information Point in MEL and relevant information points of partners (e.g. Regional Centres of European Information (RCIE), information points in Marshal Offices, etc.),
- direct phone or personal contact with information points' staff.

D/ The Strategy implementation:

1. The Strategy provides for the partner co-operation with other public institutions while co-ordinating selected projects, whose aims are convergent with the Strategy objective. This co-operation will proceed on the basis of relevant agreements defining the scope of competences and mutual commitments of partners.

2. The Strategy provides for a possibility to outsource services resulting from the Strategy to such parties as promotion and advertising agencies, public opinion research institutes, publishing houses, printing houses, associations, etc. The selection of a contractor is to be made in conformity with public procurement procedures.

3.2 Promotion instruments and target groups of particular activities

It is a duty of Managing Authorities, which are in charge of elaborating and implementing “target communication and promotion strategies” addressed to beneficiaries of particular operational programmes, to disseminate information on the fund, which finances the given operational programme, and on projects implemented in its framework, as well as to initiate and implement additional promotion actions.

A task of the CSF MA is to support communication and promotion activities of Operational Programmes Managing Authorities by means of:

- providing general information on opportunities for benefiting from the Structural Funds, procedures and the operation of the funds’ implementation system in Poland, which contribute to raising interest in particular operational programmes,
- undertaking actions that strive to raise public awareness of the Community Support Framework implementation progress and to provide the public with information on the role that is played by the Community in delivering assistance and the assistance outputs.
- promoting best practices and best projects,
- promoting other initiatives contributing to increasing absorption of EU funds (e.g. model projects),
- undertaking actions depending on possibilities and needs, at the request of relevant Managing Authorities or on its own initiative after having consulted the Managing Authorities, addressed to the groups of recipients specified in operational programmes.

Hence, target groups of particular importance for the Strategy implementation in the fields of promotion are, as follows:

- the general public,
- potential beneficiaries,
- all kinds of media,
- economic and social partners (non-governmental organisations, public institutions, academic and scientific institutions),
- individuals accessing services of regional and local European information points (in Marshal Offices, Voivodship Labour Offices, Regional Centres of European Information, etc.)

Promotion instruments

The great variety of communication and promotion activities’ addressees, also inside categories, necessitates the use of a wide range of information and promotion instruments, meeting the specific needs of particular groups of recipients. The CSF MA will select appropriate instruments to achieve the defined objectives in the most effective manner possible.

No	Promotion instruments	Description	Target groups
1.	<p>The Internet system:</p> <p>a/ reconstructing and maintaining the existing internet service</p> <p>b/ developing and administering a thematic portal</p> <p>c/ thematic service on the ERDF</p> <p>d/ dedicated services</p>	<p>Information on Structural Funds is available at the website: www.fundusze-strukturalne.gov.pl administered by the Press Office in MEL. The website is furnished with information on CSF implementation by the CSF MA.</p> <p>It is planned to develop a portal on Structural Funds as a target internet instrument. The portal will provide for:</p> <ul style="list-style-type: none"> • advice for potential applicants, including detailed requirements and procedures, • information on operational programmes, programme complements and possible changes, • access to interactive application forms, • information on the CSF MA activities and the CSF Monitoring Committee, • reports regarding the progress in the CSF implementation, • case studies, best practices examples to be selected from regions of Poland and from all sectoral subject areas, • publications in subject areas connected with EU funds, • information for press and press releases, • information on training, • implementation manuals, • information on model projects. <p>All Operational Programmes Managing Authorities and the Cohesion Fund Managing Authority will develop their own Internet websites with hypertext links between sites. Promotion action is to be launched on the Internet.</p> <p>A thematic service dedicated to the European Regional Development Fund has been established under www.erd.edu.pl</p> <p>These services are to be developed in the framework of the portal to be used by specific recipients (e.g. information point, training institutions supervised by the MEL, etc.)</p>	All target groups

2.	<p>Supporting and/or developing generally accessible information points on Structural Funds at both regional and local level</p> <ul style="list-style-type: none"> - information point in MEL, - information points in Marshal Offices, Voivodship Labour Offices⁹, - selected regional and local points for European information (e.g. Regional Centres of European Information (RCIE), Regional Contact Points (RPK), Regional Training Centres of the European Social Fund (ROSzEFS), information points in selected gminas) 	<p>Apart from using resources existing in the Ministry of Economy and Labour (information point) and in Marshal Offices and Voivodship Labour Offices it is necessary to identify other potential MEL partners involved in the process of providing information on the Structural Funds, and to enter into cooperation with them by means of distributing promotion and information materials, organising conferences allowing for exchange of experiences and the knowledge update. Information delivered at the information points should relate to:</p> <ul style="list-style-type: none"> • Structural Funds priorities, • application procedures, • publicity requirements for Structural Funds projects, • other information sources on Structural Funds. 	<p>Structural Funds' beneficiaries, social and economic partners, general public</p>
3.	<p>Setting up cost free or partially cost free (local connections cost) telephone hotline / Call Centre</p>	<p>The telephone hotline will be developed on the basis of the existing infrastructure and experiences for the referendum campaign. The project partners are to be the OCEI, the European Information Centre (CIE) and Regional Centres of European Information (RCIE).</p>	<p>Structural Funds' beneficiaries, social and economic partners, general public</p>
4.	<p>Publications produced by the CSF MA and in cooperation with partners; distribution of publications</p>	<ul style="list-style-type: none"> • BROCHURES <p>Conforming to the Publishing Plan of the MEL for the given year. The brochures should be designed to meet the needs of particular groups of beneficiaries.</p> <ul style="list-style-type: none"> • BULLETINS <p>Quarterly Bulletins containing information on the CSF implementation outputs, the CSF MA and the CSF Monitoring Committee works should be available in both a traditional form and in electronic one on the website. Paper versions of Bulletins will be particularly important for individualities / organisations that do not have an Internet access.</p>	<p>Depending on the publication subject area</p>

⁹ Taking into consideration the fact that Marshal and Voivodship Offices in Kujawsko-Pomorskie and Lubuskie are placed in different towns the Voivodships wished to open an information point at the Voivodship Offices.

		<p>Bulletins will be distributed by post according to the mailing list and available on the website in a downloadable and printable form.</p> <ul style="list-style-type: none"> • REPORTS <p>In order to inform the European Commission on communication and promotion initiatives undertaken to fulfil the requirements of regulations No 1159/2000 and No 1260/1999 an Annual Report will be produced by the CSF MA. The Managing Authority also prepares periodic reports (annual, quarterly) on the implementation process of the CSF.</p> <p>DISTRIBUTION</p> <p>Publications should be available at the MEL Information Point, information points at Marshal Offices, Voivodship Labour Offices, other network points for European information e.g. Regional Centres of European Information (RCIE), Regional Contact Points, etc. A very important distribution instrument is the Internet.</p>	
5.	General publicity activities	<ul style="list-style-type: none"> • Posters will be produced for circulation to institutions involved in the funds' implementation process and other organisations, depending to their needs, • Promotion items will be used during mass events, given as awards, etc. • Leaflets, information fiches will be distributed during mass events, fairs, etc. 	Beneficiaries, social and economic partners, media
6.	Special events	<p>The following initiatives are, inter alia, understood as "special events":</p> <ul style="list-style-type: none"> • fairs, • conferences, • seminars, • workshops, • competitions in the field of Structural Funds. <p>The aim of special events is, above all, to generate a positive image for the European Union, the EU Structural Funds and Operation Programmes Managing Authorities, but also to provide information necessary to raise knowledge in the field of Structural Funds and to develop practical skills allowing to benefit in a more efficient way from EU assistance, and finally to promote the</p>	Media, beneficiaries, social and economic partners, general public, academic and scientific institutions

		best projects. Special events will be organised by the MEL itself, in co-operation with partners or with help of a professional agency.	
7.	Media relations	<ul style="list-style-type: none"> • Media coverage: press, radio, television, internet portals (providing a broad access to information for all target groups). • Initiating on a regular basis and monitoring press releases in order to increase their number and scope, and to ensure that the press will pass on the most updated information. • Identifying groups of journalists who specialise in the field of EU funds and including them into a support system allowing them to meet on a regular basis with individuals in charge of funds' implementation; support in a form of providing access to information in various areas, etc. • Organising seminars for journalists in order to educate them and update their knowledge on Structural Funds. • Organising on a regular basis press conferences and media briefing. • Additionally, once a year (to coincide with the publication of the Annual Report) organising press days aiming at providing information on communication and promotion activities. 	Media
8.	Grant scheme for: <ol style="list-style-type: none"> 1. media, 2. social and economic partners, 3. academic and scientific institutions 	<ul style="list-style-type: none"> • Organising a competition for the best projects that promote Structural Funds, • Selection of the best projects and granting them funds for the implementation. <p>A goal of a system of grant schemes is to initiate active contribution of economic and social partners and media to the Strategy implementation process. Projects applying for grants will be assessed by an appointed committee and selected according to detailed criteria, such as the project conformity with the Strategy objectives, its practicability from the point of view of the Strategy implementation, experience of the institution applying for a grant, costs, schedule, etc.</p>	Social and economic partners, media
9.	Promotion campaign in media: press, radio and	The aim of the promotion campaign is to inform the public on funding opportunities	General public, beneficiaries

	television	created by Structural Funds, binding rules and procedures, information sources on EU funds, and to raise public awareness of the Community Support Framework. The campaign will include among others transmission of programmes and spots on television and radio, issuing press publicity, sponsored articles, inserts to selected press items. The campaign will be designed and implemented by a professional agency chosen by the CSF MA.	
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3.3 Co-operation with key partners in the field of promotion activities implementation

In order to implement promotion plans in an efficient and effective way, apart from co-operating with Operational Programmes Managing Authorities, the CSF MA has a task to identify and use possible funding and resources coming from various sources, such as the OCEI infrastructure (e.g. Regional Centres of European Information (RCIE)). Important partners for the CSF MA might be national and local non-governmental; organisations, whose influence and efficiency in delivering information to particular target groups (e.g. local societies) have been underlined in "Ewaluacja strategii informacyjnej...". The CSF MA will make an effort to create a coherent co-operation policy with non-governmental organisations in the framework of the CSF promotion.

What is also important is to take advantage from opportunities offered by the twinning cooperation. For instance, promotion activities implemented within the framework of the PHARE 2002 German-French twinning project include organisation of consultation and promotional meetings in regions addressed to potential beneficiaries of Structural Funds, in particular the ERDF (e.g. representatives of gminas, poviats, foundations, non-governmental organisations, commercial chambers, etc.). The project team has developed and constantly updated the project website (www.erdf.edu.pl), which strongly supports the ERDF promotion actions. The website includes training materials, information on the twinning project implementation and general information on Structural Funds, in particular the ERDF implementation in Poland. The project site is open to the general public and information on its existence has been disseminated e.g. at consultation and promotional meetings organised in the framework of the project.

The Strategy provides for both the developments of new communication and promotion instruments and making use of existing ones that might contribute to meeting the Strategy objectives. Such provision will improve effectiveness of activities undertaken as it allows to save time and financial means.

3.4 Promotion activities funding

Promotion and information activities implemented by the CSF MA will be financed mainly from the **Technical Assistance Operational Programme** funds in the framework of the Priority 3: Dissemination of Information and Promotion of Structural Funds.

The overall amount of funds envisaged for Priority 3 activities will reach **11,1 million EURO**, including **8,35 million EURO** from Structural Funds and **2,75 million EURO** of Polish budget co-financing.

Moreover, each operational programme under technical assistance priorities provides for funds assigned to cover costs of information and promotion activities connected with the given operational programme implementation.

The financial allocations for promotion and information activities in the framework of the Technical Assistance Operational Programme and technical assistance priorities in particular operational programmes are presented in a table below.

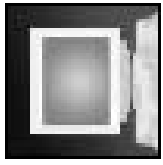
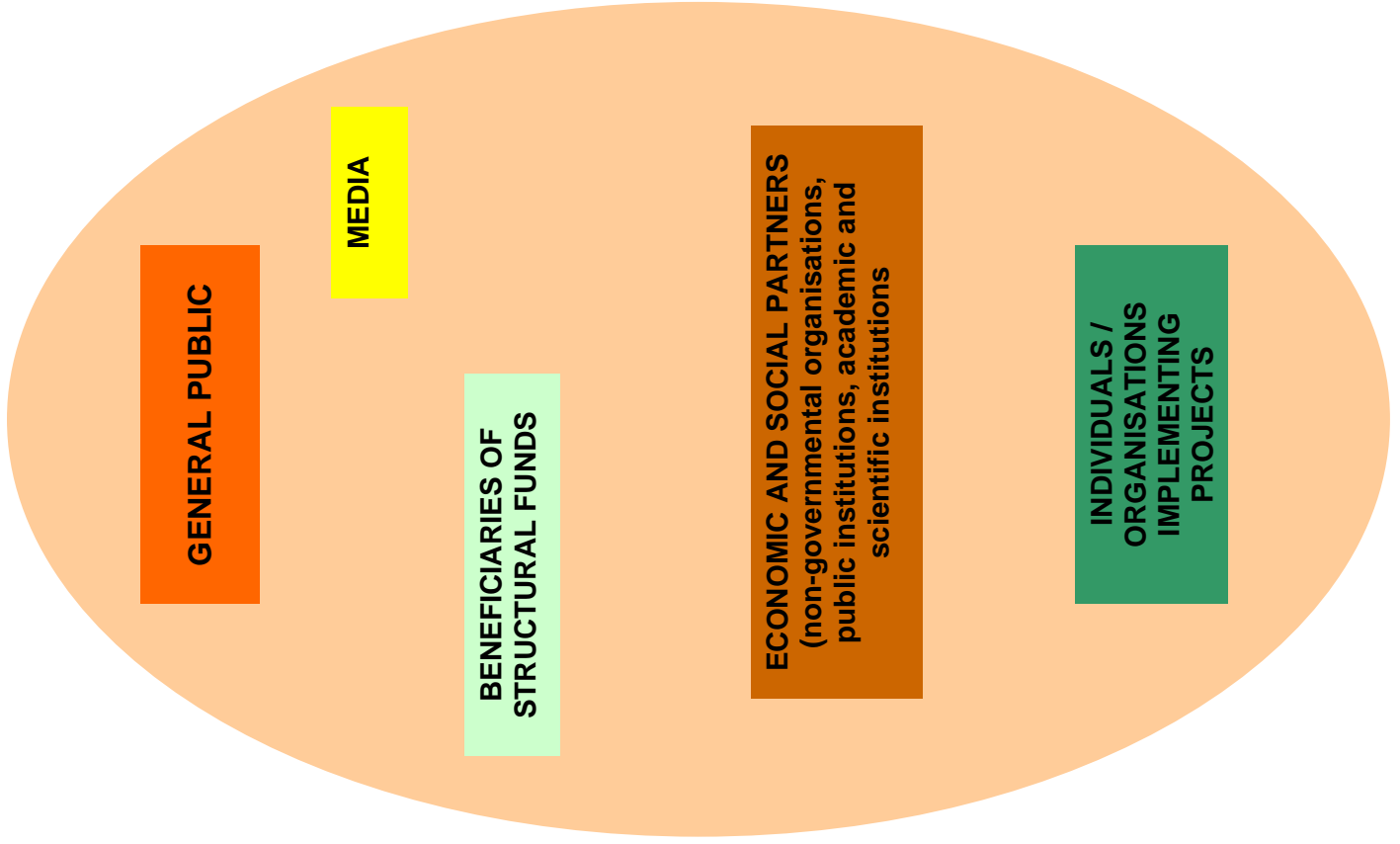
Aggregate financial table for promotion and information activities in the framework of the Technical Assistance Operational Programme and technical assistance priorities under particular operational programmes (commitments); in million EURO (prices of 2004)

Operational programme name	Priority/ Measure	Total	Community contribution	National public contribution (total))
Operational Programme "Human Resource Development"	3/3.2	maximum 4 200 000	3 150 000	1 050 000
Operational Programme "Improvement of the competitiveness of enterprises"	3/3.3	5 000 000	3 750 000	1 250 000
Operational Programme Transport	3/3.2	2 666 647	2 000 000	666 647
Integrated Regional Operational Programme	4/3	8 192 000	6 142 000	2 050 000
Technical Assistance Operational Programme	3/3.1	8 839 287	6 629 456	2 209 822
	3/3.2	600 000	450 000	150 000
	3/3.3	1700 000	1275 000	425 000
Operational Programme "Restructuring and modernisation of the food sector and rural development"		8507040	6380280	2126760

Source: the Technical Assistance Operational Programme

Technical Assistance funds within the Operational Programme "Fisheries and fish processing" have not been broken down for particular measures. The overall amount of these funds reaches 3 200 000 EUR, including **2 400 000 EUR** of the Community contribution and **800 000 EUR** of Polish co-financing.

Other funds for promotion activities that amount to **11 thousand EUR** have been envisaged in the German-French Twinning Covenant under the Component 3 (public-awareness-component), whose destination is to finance promotion actions concerning in particular ERDF projects. All twinning projects finance twinning experts' consultation and advice services delivered to Operational Programmes Managing Authorities representatives, also in the field of information and promotion management.



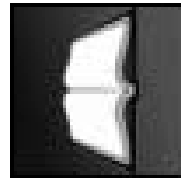
The Internet information and communication system



Call Centre / Hotline Information Points

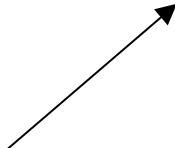
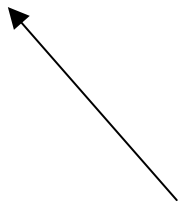


Special events:
fair, conferences, seminars, road shows



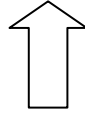
Press, radio, television releases, brochures, posters, communications, bulletins, conferences

PROMOTION INSTRUMENTS



4. TRAINING ACTIVITIES

Developing and co-ordinating a system of continual training in the field of Structural Funds and of information exchange



Expected results

As a result of training activities offered for 2004 – 2006 a significant improvement in the quality and stability of delivered knowledge and skills concerning assistance from Structural Funds is expected. Moreover, the number of experts in the area of structural instruments will increase in both central and regional administration, which will contribute to improving the process of CSF implementation.

4.1 General Framework

A/ Taking into account various needs of particular groups of the Strategy addressees (training activities) it is not possible neither to produce one common training programme, or to train all interested parties at the central level. That is why it is necessary to develop target training plans, taking into consideration current needs.

B/ The Community Support Framework Training programmes are developed on the basis of training plans elaborated by particular institutions. These plans should be based on proper estimates of training needs and established schedules resulting from particular institutions' functions and adopted internal procedures.

C/ The Strategy provides for the co-operation with Polish and foreign experts (in the framework of twinning covenants), selected non-governmental organisations and commercial companies, to which, according to documents and procedures in force (e.g. Public Procurement Law, twinning covenants), the CSF MA can outsource the training activities organisation and implementation. The co-operation may be based on organisations' own proposals, competition proposals, public procurement and direct contracts. Organisations providing services on the CSF MA contract will perform under formal and professional supervision of the Ministry.

D/ In order to assure high quality training and their co-ordination an interactive and two-channel information flow in the training process has to be provided:

- **internal channel:** information flow among all parties transferring knowledge on Structural Funds;
- **outside channel:** information flow between training organisations and training participants.

D/ To ensure the control and the co-ordination of the training process on Structural Funds and to guarantee the efficient and effective information flow interactive instruments (e.g. internet websites, an internet data-base) have to be used.

4.2 Implementation instruments in the training process and target groups

The objective of the training system offered by the CSF MA is to develop effective and stable solutions as far as training on Structural Funds is concerned and to implement co-ordinated and systematically updated training plans for:

- **beneficiaries** of Structural Funds and the Cohesion Fund, with particular focus on the European Regional Development Fund beneficiaries,
- **Managing Authorities, Intermediate Bodies and Implementing Authorities staff, and employees of other institutions of state administration** listed in the Technical Assistance Operational Programme Complement,
- **Information points' staff and employees of other institutions subject to the MEL professional support.**

No.	Activity	Instruments	Description
1.	Training for Structural Funds beneficiaries (project developers)	1. training activities supervised by the CSF MA conducted by a contractor(s) selected in accordance with the public procurement procedures, 2. co-operation with information points and non-profit organisations that perform training in the field of Structural Funds on the basis of the professional support, 3. training for institutions staff involved in developing, implementing, monitoring and controlling ERDF projects (PHARE 2002/000-580.01.07), 4. supporting self-governments with developing ERDF projects	Training for beneficiaries (project developers) is to be organised on the basis of annual analyses of training needs elaborated by the CSF MA in co-operation with Operational Programmes Managing Authorities. The CSF MA may outsource the analyses elaboration.

		<p>(PHARE 2002/000-580.01.08).</p> <p>5. the system of Internet support</p> <p>6. training organised by Operational Programmes Managing Authorities for particular programmes beneficiaries.</p>	<p>Operational Programmes Managing Authorities organise training for particular programmes beneficiaries, financed from their own funds.</p>
2.	<p>Training for final beneficiaries of ISPA and the Cohesion Fund</p>	<p>1. training organised in the framework of the Technical Assistance contract within PHARE project 2002/000-580-01.03, "Preparation for the Cohesion Fund",</p> <p>2. training organised in the framework of a Technical Assistance project financed by the European Commission: "Strengthening of compliance with the public procurement directives in Candidate Countries in view of accession".</p>	<p>In charge of training on the Cohesion Funds and ISPA is the Cohesion Fund Managing Authority.</p>
3.	<p>Training for employees of administration institutions involved in the management, monitoring, implementation and the control of the CSF implementation process.</p>	<p>1. training organised from the Technical Assistance Operational Programme funds,</p> <p>2. training and consultations provided under twinning projects.</p>	<p>Particular target groups of training, their scope and implementation forms are defined in the Technical Assistance Operational Programme and particular twinning covenants.</p> <p>It is possible to use various training techniques and methods, such as: conferences, workshops, seminars performed by Polish and foreign experts, trainers, stages and study visits in the EU old Member States.</p> <p>Measure 1.1 of the Technical Assistance Operational Programme lists forms of training activities that may be financed from the TA OP budget and assistance recipients.</p> <p>Training plans within the TA OP for the</p>

			<p>given year constitute a part of the annual Action Plan.</p> <p>While the TA OP Priority 1 concerns training for central administration staff, within the framework of the German-French and British twinning projects it is possible to organise training seminars, workshops, consultations addressed to regional administration staff involved in the Structural Funds implementation.</p>
4.	<p>Training information points staff and employees of other institutions subject to the MEL professional support in order to assure high quality training organised by institutions co-operating under the MEL support and information provided at information points.</p>	<ol style="list-style-type: none"> 1. making use of the Internet support system (a dedicated portal), 2. organising on a regular basis conferences allowing to update and deepen knowledge and to exchange information, 3. distributing promotion materials: brochures, leaflets, etc. to information points, 4. including selected information points into the MEL professional support. 	<p>The portal will also be used by trained individuals in the framework of other training activities performed by the MEL.</p> <p>Activities will be financed principally from the TA OP funds, under measures 3.2 and 3.3. The principles of professional support will be defined by regulations prepared by the MEL.</p>

Ad. 1 Training for beneficiaries (project developers)

Training plan for beneficiaries will be implemented on four platforms:

1. Training for beneficiaries (according to identified needs and the MEL financial potential) **organised and performed by training organisations selected by the MEL.**

Training organisation by training institutions acting on the basis of the MEL guidelines and under constant MEL professional support is one of more important elements of meeting the Strategy objectives, because it will allow to train a large number of individuals in a short time. Criteria for contractor selection should take into account before others their experience on the training services market, potential and the professional preparation of trainers.

2. Developing systematic **co-operation with the most significant Polish non-profit institutions and organisations**, which within their activities create support networks for beneficiaries and fulfil functions of knowledge multipliers on Structural Funds in a competent manner, will be based on MEL support for those organisations that will meet among others the following criteria:

- perform in the public sector or are non-profit organisations,
- have at least 2-years experience in training in the field of EU funds,
- possess an active and effective trainers' network,
- will submit to the MEL a detailed description of activities. trainers' qualifications, financing sources,

Having verified applications from organisations/institutions' the MEL will grant them support for training activities in the field of EU funds. Each of supported institution will receive a relevant document valid for the specified time. Support may be granted to all interested institutions that will fulfil the MEL requirements, irrespective of the application date.

Supported institutions will sign an agreement with the MEL, in the framework of which they will commit themselves, among others, to:

- deliver knowledge on EU funds at the appropriate professional and methodological level,
- use during training sessions materials approved by the MEL,
- report to the MEL on their training activities and introduce data to the MEL electronic data-base,
- apply training assessing questionnaires, which are prepared and made available by the MEL,
- allow for training control by the MEL competent staff.

In case an institution does not fulfil commitments undertaken or in case some circumstances occur that will not allow the institution to meet fundamental provisions adopted by the MEL, the support might be withdrawn. The MEL will provide supported institutions and organisations with professional support by means of consulting training materials and regular consultation meetings with MEL officials.

Detailed conditions of the MEL support are defined in a separate document (regulations) that is to be prepared by the CSF MA.

3. A task to build in institutions involved in developing and implementing ERDF projects a network of competent staff, supported professionally by the MEL, will be executed within the framework of the Technical Assistance contract within the PHARE project 2002/000-580.01.07.

This project aims to deliver training to ca. 4000 individuals recruiting from institutions involved in developing and implementing projects in the area of preparing and presenting projects in the form of

proper applications, and in particular on preparing environmental impact assessments and feasibility studies for projects and on public procurements procedures. Training will be financed from PHARE project Technical Assistance funds and performed by a training company selected by the MEL according to PHARE public procurements procedures.

Training is subject to constant MEL control (including random control visits).

4. Support in the process of preparations to implement Structural Funds, and in particular to the European Regional Development Fund is an objective of the PHARE project 2002/000-580.01.08 "Preparation of the project pipeline for European Regional Development Fund". Principal project tasks are, as follows:
 - to identify potential projects eligible for Structural Funds intervention, in particular from the European Regional Development Fund,
 - to provide assistance in developing the implementation documents for selected projects (between 100 and 200 projects a year),
 - to organise study visits allowing the presentation to employees of institutions involved in the Structural Funds implementation process "best practices" of projects implemented in the EU old Member States and specific examples of funds' interventions (case studies).
5. The aim of employing modern IT instruments is to assure high quality information provision supported by the CSF MA and to multiply the Strategy implementation outputs by means of ensuring contact with training organisations and individualities trained within the framework of the PHARE projects.

The Internet support system is a particularly important instrument assisting the training system. On the basis of modern IT instruments a dedicated service addressed to parties implementing Strategy and an Internet portal gathering complex information on Structural Funds are to be developed. The portal will constitute an information source for all users, while the dedicated service – a platform for exchange of information and experiences for all organisations subject to the MEL support.

An interactive training data-base (www.fundusze-strukturalne.info.pl/mgip), which will constitute a part of the portal in the future, has been operating since march 2004. Initially the data-base will gather and store information concerning central and regional institutions involved in the Structural Funds implementation process and finally it will cover all parties subject to the Strategy.

The data-base allows for an easy access to information on trainings organised (or to be organised), their participants, etc. but it also allows to generate reports. The base operates at three access levels:

1. General level – accessible for all interested parties. It includes information on subject areas, dates of training and trainers.
2. Limited level – accessible with a login and a password for individuals in charge of delegating participants for training,
3. Full access (with a login and a password) for training organisers, allowing for introduction of new data to the base.

4.3 Financing training organised by the CSF MA

A/ **Training for beneficiaries** (performing functions of projects developers and ultimate recipients) and advice on developing projects will be financed from the budget funds and PHARE funds. Projects implementation is expected to start in the second half of 2004. The statement of expenses and funding sources is presented in the table below.

Activity description	Funding source	EU funds	National funds	Implementation form
Training activities for ca. 7000 individuals (potential ERDF beneficiaries) covering the whole territory of Poland.	State budget reserve	-	5 289 040 PLN	tender
Training activities for individuals employed in institutions involved in developing, implementing, monitoring and controlling ERDF projects	PHARE project 2002/000-580.01.07 „Preparation to CSF and ERDF” funds; national co-financing	2 000 000 EUR	200 000 EUR	tender
Providing assistance in developing implementation documents for selected projects, training activities addressed to Marshal Offices staff in the field of developing and assessing projects, training activities addressed to final beneficiaries	PHARE project 2002/000-580.01.08 „Preparation of the project pipeline for European Regional Development Fund” funds; national co-financing	9 000 000 EUR	900 000 EUR	tender

Moreover, Operational Programmes Managing Authorities and the Cohesion Fund Managing Authority undertake their own training activities aiming at training particular programmes beneficiaries.

B/ Training for institutions involved in the Structural Funds implementation

Training activities for institutions involved in the Structural Funds implementation, which are coordinated by the CSF MA are to be financed in the framework of:

- The Technical Assistance Operational Programme Priority 1: Capacity building in management, monitoring, evaluation and control of the Community Support Framework (CSF),
- Twinning covenants signed between the MEL and France, the MEL and Great Britain, and the MEL and Germany in consortium with France.

Within the framework of the TA OP Priority 1: **Capacity building in management, monitoring, evaluation and control of the Community Support Framework (CSF)** Measure 1: Training of people responsible for management, monitoring, evaluation and control is to be financed. Funds available for measure 1.1 implementation amount to **2,4 million EURO**, including **1,8 million EURO** of EU funds and **0,6 million EURO** of national co-financing (only State budget funds).

Twinning covenants with France, Great Britain and Germany in consortium with France provide for funding training for employees of institutions involved in the Structural Funds implementation, in particular ERDF. The table below presents amounts of money for training activities undertaken in the framework of the twinning projects at the disposal of the CSF MA:

Scope of activities undertaken within twinning projects is described in the Strategy Training activities foundations.

Funding source	EU funds	National funds
Twinning covenant with Great Britain	1 000 000 EUR	100 000 EUR
Twinning covenant with Germany in consortium with France	1 000 000 EUR	100 000 EUR
Twinning covenant with France	2 200 000 EUR	210 000 EUR

Moreover, Managing Authorities use funds in the framework of Technical Assistance priorities assigned for support to particular programmes management.

Aggregate financial table for management support activities in the framework of technical assistance priorities under particular operational programmes (commitments); in million EURO (prices of 2004)

Operational programme name	Priority/ Measure	Total	Community contribution	National public contribution (total)
Operational Programme "Human Resource Development"	3/3.1	maximum 20 900 000	15 700 000	5 200 000
Operational Programme "Improvement of the competitiveness of enterprises"	3/3.1	18 700 000	14 000 000	4 700 000
	3/3.4	200 000	150 000	50 000
Operational Programme Transport	3/3.1	5 092 307	3 819 230	3 014 103
	3/3.2	3 950 000	2 962 500	987 500
Integrated Regional Operational Programme	4/2	11 287 000	8 465 000	2 822 000

Operational Programme "Restructuring and modernisation of the food sector and rural development"		4963200	3722400	1240800
		10529760	7897320	2632440

Technical Assistance funds within the Operational Programme "Fisheries and fish processing" have not been broken down for particular measures and are spent depending on existing needs. The amount of these funds has been presented on page 27 in the Strategy.

4.4 The training process co-ordination, control, and monitoring

The CSF MA, which fulfils its tasks in the framework of the Steering Group, is in charge of the co-ordination and the quality control of training on Structural Funds.

The Steering Group performs a function of the **COMPETENCES AND QUALITY CONTROL CENTRE**.

Functions of the Competences and Quality Control Centre require fulfilling following tasks:

- preparing training materials and assessing professionally training materials prepared in training organisations subject to MEL support,
- co-ordinating the Internet system of information provision and exchange as well as the process of making available for free MEL training materials for all interested parties (the portal),
- organising regular professional consultations with employees of Operational Programmes Managing Authorities and other important institutions from the point of view of the efficient CSF implementation in Poland,
- taking decisions connected with granting, refusing or cancelling MEL support,
- controlling training activities undertaken by parties implementing the Strategy,
- identifying training needs both among beneficiaries and administration staff.

Moreover, the CSF MA as the final beneficiary of the TA OP is in charge of:

- preparing and submitting to the TA OP Managing Authority applications for partial financing from the TA OP funds training activities addressed to employees of institutions involved in the Structural Funds management, implementation, monitoring and control according to the reported needs,
- co-ordinating public procurement procedures concerning specialised training and expert consultations for employees of Managing Authorities, Intermediate Bodies and monitoring and implementing institutions.

The CSF MA is also in charge of the training process **MONITORING**. The major instrument for training monitoring is, apart from reports produced to the CSF MA by training institutions and units, the training portal available under www.funduszestrukuralne.info.pl/MGiP. All institutions and units in charge of training activities subject to the Strategy are obliged to introduce relevant information to the service. The CSF MA is in charge of the service administration and maintenance.

Moreover, the CSF MA has other monitoring tasks, which are as follows:

- organising and co-ordinating regular meetings with representatives of Managing Authorities, Intermediate Bodies, monitoring and implementing institutions in order to exchange information and experiences in the training area,
- gathering information on training activities undertaken in the framework of the Strategy implementation and producing regular reports,
- recording training subject areas and administration employees participating in training.

COORDINATION SYSTEM OF THE TRAINING PROCESS ON STRUCTURAL FUNDS

