

ORDINANCE NO. 15 /2021

**OF THE DIRECTOR OF
KRAJOWA SZKOŁA ADMINISTRACJI PUBLICZNEJ
IM. PREZYDENTA RZECZYPOSPOLITEJ POLSKIEJ LECHA KACZYŃSKIEGO
(i.e. THE LECH KACZYŃSKI NATIONAL SCHOOL OF PUBLIC ADMINISTRATION)**

of July 8th 2021

**on Project Regulations for:
SYNERGIA – a network for cooperation and exchange of experience between high-level
officials from Central and Eastern Europe**

By virtue of Art. 2, para. 2 of *Ustawa z dnia 14 czerwca 1991 r. o Krajowej Szkole Administracji Publicznej im. Prezydenta Rzeczypospolitej Polskiej Lecha Kaczyńskiego* – i.e. the Act of June 14th 1991 on the Lech Kaczyński National School of Public Administration (the *Dziennik Ustaw* Official Journal of Laws of the Republic of Poland of 2019, item 1388), hereinafter "the Act on KSAP", I hereby dispose as follows:

§ 1

Introduction

1. *Krajowa Szkoła Administracji Publicznej im. Prezydenta Rzeczypospolitej Polskiej Lecha Kaczyńskiego* (i.e. the Lech Kaczyński National School of Public Administration, or KSAP) shall implement, pursue and deliver the Project entitled in Polish *SYNERGIA – Sieć współpracy i wymiany doświadczeń urzędników wysokiego szczebla z Europy Środkowej i Wschodniej* (and in English: *SYNERGIA – a network for cooperation and exchange of experience between high-level officials from Central and Eastern Europe*), by virtue of:
 - 1) Art. 2, para. 2 of the Act on KSAP, as well as:
 - 2) the agreement on co-financing of the said Project under the Republic of Poland's *Knowledge-Education-Development* Operational Programme – that has been designated by the number POWR.04.03.00-00-0001/19-00.
2. The Project shall be co-financed from the central budget of the Republic of Poland, as well as EU funding within the said *Knowledge-Education-Development* OP 2014-2020, as in part supported by the European Social Fund.
3. The Project is addressed to institutions of public administration in Poland and other Central and Eastern European Countries.

4. In respect of institutions of the public administration of the Republic of Poland, the Project shall comprise two parts, i.e.:
 - 1) a part entailing education and cooperation (featuring trainings plus workshops)
 - 2) an implementation-related part.
5. In respect of institutions of the public administration from Partner Countries, participation shall entail the aforesaid aspect of the Project relating to education and cooperation.

§ 2

Definitions

Notions applied in describing the Project are hereby deemed defined as follows:

- 1) "an application" means a form filled in and submitted by a potential Participant in the context of the process of recruitment;
- 2) "the Beneficiary" means *Krajowa Szkoła Administracji Publicznej im. Prezydenta Rzeczypospolitej Polskiej Lecha Kaczyńskiego* (hereinafter *KSAP*, which is to say Poland's Lech Kaczyński National School of Public Administration);
- 3) a "Partner" means an institution with which KSAP has established a transnational partnership with a view to the SYNERGIA Project being implemented, pursued and delivered, i.e. the IPA or Institute of Public Administration of the Republic of Bulgaria, the UPS or University of Public Service of Hungary, and the LSPA or Latvian School of Public Administration of the Republic of Latvia;
- 4) a "Participant" means:
 1. an institution of the central or provincial administration of the Republic of Poland,
 2. an institution of the central or provincial administrations of other Central and Eastern European Countries (hereinafter CEECs),
 3. a unit subordinated to or supervised by an aforesaid institution of the central or provincial administrations of Poland or the relevant CEECs;
- 5) a "Representative of a Participant"/"Participant's Representative" means a person designated by a Participant to take part in the Project;
- 6) a "Partner Country" means Bulgaria or Hungary or Latvia;
- 7) an "Edition" means one of the four parts into which the Project shall be divided, where each such Edition comprises aspects relating to an Education and Cooperation Programme on the one hand and implementation on the other;
- 8) the "Education and Cooperation Programme" means a process of training divided into Training and Workshop Sessions, of 22 days' duration in total, as delivered in Poland and Partner Countries;
- 9) a "Polish Session" means a Session organised in Poland, and hence a form by which the Programme of class-based training is pursued and delivered in the course of 5-day training meetings organised at the seat of KSAP in Warsaw;

- 10) a "Training Session in Sofia (Bulgaria) / Budapest (Hungary) / Riga (Latvia)" means a form by which a programme of class-based training is pursued and delivered in the course of 3-day training meetings organised by the Project's Partner Countries;
- 11) a "Workshop Session" means a form of pursuit and delivery of the programme of class-based training in the course of which recommendations as regards management of the institution are developed for actual implementation in practice in administration;
- 12) "Transnational Mobility" means participation in a session abroad in a Partner Country that forms part of the Education and Cooperation Programme;
- 13) a "Peer-Learning Session" means a of several days' duration meeting convened in Warsaw with a view to experience being exchanged, the Education and Cooperation Programme summed up, and participants made ready for the implementation of change/good practice in their parent units;
- 14) the "implementation-related part" means that part and aspect of the Project whereby recommendations and good practice developed in the course of the Education and Cooperation Programme are put into effect in Polish administration;
- 15) a "block of classes" means 4 teaching hours (i.e. 4 x 45 min.);
- 16) a "Foreign Lecturer" means a Lecturer (or Trainer) from outside Poland;
- 17) a "Polish Lecturer" means a Lecturer (or Trainer) from Poland;
- 18) a "Partner Country's Lecturer" means a Lecturer, Trainer or Expert provided by a Partner;
- 19) a "Consultant" means an Expert assigned in support of an institution as it puts selected practice regarding institutional management into effect (i.e. implements);
- 20) a "Certificate" means a document attesting to a participant's successful completion of the Project's Education and Cooperation Programme, as issued by KSAP and the Project Partners and describing the scope of classes attended;
- 21) "personal data" means personal data for the purposes of Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC (*RODO* in Polish and the *GDPR* in English) relating to Project Participants' Representatives, or others, and needing to be processed by the Managing Authority and Beneficiary;
- 22) "processing of personal data" means operations engaged in as regards personal data, such as collection, recording, organisation, structuring, storage, adaptation or alteration, retrieval, consultation, use, disclosure by transmission, dissemination or otherwise making available, alignment or combination, restriction, erasure or destruction.
- 23) a "Consortium" means a Participant comprising an institution along with a further institution subordinate thereto or supervised thereby. A Consortium shall be established to meet needs as regards recruitment to the Project, or participation therein.

§ 3

Project objectives and assumptions

1. The Project shall have as its objective the development – via a network of cooperation between managerial personnel from public administration in the CEECs – of a new Education and Cooperation Programme; as well as the implementation in practice of solutions devised in the course of that Programme.
2. The main effects of the Project shall therefore take the form of:
 - 1) the development – and the introduction to KSAP’s list of training and development courses – of a new programme addressed to institutional recipients and including an implementation-related part;
 - 2) new solutions in the institutional-management sphere implemented at institutions taking part in the aforesaid Education and Cooperation Programme;
 - 3) an established and maintained cooperation network among representatives of the public administration in the Partner Countries;
3. Implementation of the Project shall entail 4 Editions, of which the Pilot version shall be the first;
4. Each such Edition of the Project shall comprise the development of an Education and Cooperation Programme as well as an implementation-related part;
5. The said Education and Cooperation Programme shall comprise Training+Workshop Sessions delivered by Lecturers and Experts from leading institutions in higher education in the wider world, from KSAP and from the Partner Countries, i.e. Poland, Bulgaria, Latvia and Hungary.
6. The delivery of Training Sessions under the Education and Cooperation Programme shall entail the presentation of institutional-management solutions existing currently around the world, also by reference to Case Studies, as relevant to the subject matter encompassed by the Programme.
7. The subject-related Workshops forming part of the Education and Cooperation Program shall entail those taking part being assigned to Workshop Groups, each of which shall work to develop recommendations for the pursuit of management policy by an institution working in the given subject area. The result of this shall be a Report drawn up and including the aforesaid recommendations suitable for the pursuit of concrete solutions in a given institution’s sphere of management.
8. The implementation-related part shall be addressed to Participants from Poland and shall entail the implementation of new management-related solutions in institutions participating in the Education and Cooperation Programme.
9. The said implementation-related part shall be preceded by a competition run among Participants from Poland. The institutions of Polish administration selected within the Project by way of this internal competition shall receive support as regards the preliminary training of employees in the introduction of practice into the institution, be under the care of a Consultant, and obtain Project funding in respect of the implementation of a given new solution.
10. The Project shall thus bring about the introduction of new solutions, thanks to cooperation with the Partners, in respect of:
 - 1) professional activation, via the enhancement of the managerial expertise of high-level personnel in public administration, the building of a cooperation network, and the

- exchange of information and experience as regards innovation and change in the sphere that is under the management of given institutions of public administration;
- 2) lifelong learning, via the involvement of those taking part in lectures given by leading Lecturers and Experts, presenting the newest solutions and trends in public-institution management, by way of the Programme's training (educational) aspect; as well as participation at Programme Workshops dedicated to such issues as project management in the public sector, strategic governance, process management, change management, risk management, HRM, communication and effective negotiations, and the application of ICT in the public sector;
 - 3) the development, pursuit and delivery of public policy, via the Workshop- and Working Group-mediated drawing of conclusions in respect of the conduct of management policy in a given area, together with recommendations for the introduction of concrete solutions relating to the Project subject-matter; and the introduction in practice of those said solutions.

§4

Principles of Project management

1. The Project shall be pursued and delivered by way of a Transnational Partnership.
2. The Project's Lead Partner shall be Poland's aforesaid *Krajowa Szkoła Administracji Publicznej im. Prezydenta Rzeczypospolitej Polskiej Lecha Kaczyńskiego* (KSAP),
3. The Project's further Transnational Partners shall be the **Institute of Public Administration (IPA)**, the **University of Public Service (UPS)**, and the **Latvian School of Public Administration (LSPA)**.
4. The tasks of KSAP in this regard shall include:
 - 1) the implementation, pursuit and delivery of Project tasks, i.e.:
 - 2) the preparation of the aforesaid Education and Cooperation Programme, with the participation of the Transnational Partners,
 - 3) the recruitment of Project Participants,
 - 4) the testing of the Education and Cooperation Programme, with the participation of high-level management personnel,
 - 5) the preparation of the groups assigned to test the Programme, as well as the analysis of the developed results of their work,
 - 6) the pursuit and delivery of a modernised Education and Cooperation Programme,
 - 7) the introduction of new solutions and best practices,
 - 8) substantive monitoring of activity involved in the testing and implementation of the Education and Cooperation Programme.
 - 9) monitoring of use made of the Project budget;
 - 10) cooperation with Project Partners, i.a. through the drawing up and submission of all necessary documentation and the conveying of relevant information.

5. The tasks of the Transnational Partners shall in turn include:
 - 1) the implementation, pursuit and delivery of Project tasks in the scope and to the extent established by KSAP;
 - 2) the preparation of a preliminary description of the training needs of Participants from their own given Partner Country;
 - 3) the recruitment of participants from the given country (in each of the 4 Editions a minimum of 4 Participants from each Partner Country, with no more than 30 people in total from the other CEECs) – with detailed principles and rules for the recruitment procedure being established together with the Partner Countries;
 - 4) the organisation from the logistical point of view of the involvement in Project activities of those taking part from their own given Partner Country;
 - 5) the organisation of Training Sessions in their own given Partner Country for all those taking part in the Project, including as regards the securing of Partner-Country Lecturers for sessions to be organised there, in line with the overall scheme developed for classes to be delivered;
 - 6) compliance with obligations as regards information and promotion;
 - 7) expenditure from within the budget set under the Partnership Agreement, as well as the relevant supply of complete accounting documentation within deadlines determined by KSAP;
 - 8) cooperation with the other Partners.
6. Substantive supervision over the implementation, pursuit and delivery of the Project shall be exercised by a Steering Committee comprising:
 - 1) Dr Wojciech Federczyk – Director of KSAP – as Chair;
 - 2) Sylwia Ojdym – Deputy Director of KSAP;
 - 3) Katarzyna Woś – Head of *Ośrodek Wsparcia Administracji Publicznej* (the Public Administration Development Centre, *OWAP*) at KSAP;
 - 4) a representative of the Head of the Civil Service of the Republic of Poland;
 - 5) Partners, within the scope of the Programme being developed jointly with UPS, IPA and the LSPA.
7. The day-to-day servicing of the Project shall be provided by Project Teams.
 - 1) At KSAP, the Project Team shall comprise the Project Leader, a Education and Cooperation Coordinator and designated employees of the aforesaid *OWAP* as Team Members,
 - 2) Each Transnational Partner shall designate its Project Partner Manager, as well as co-workers from among the personnel at the given Project Partner Institution.
8. The tasks of the KSAP Project Team shall include, in particular:
 - 1) the recruitment of the institutions that are to participate (be Participants) in the Project's four Editions;
 - 2) the organisation in logistical terms of the Training Sessions to be run in Warsaw;
 - 3) the organisation in logistical terms of the Transnational Mobility sessions – from the point of view of the Participants from Poland;
 - 4) the organisation and servicing of the introductory stage of each Edition of the Project;

- 5) the evaluation of Project activities;
 - 6) the promotion of the SYNERGIA Project overall,
 - 7) the management of the Project budget and associated reporting.
9. The tasks of the Project Team in each given Project Partner Institution shall include, in particular:
- 1) the recruitment of Representatives of the involved administrative institution in their given Partner Country in respect of the Project's four Editions;
 - 2) within the scope and to the extent determined by KSAP, the organisation and servicing of the Training Sessions taking place in their own given Partner Country;
 - 3) the organisation in logistical terms of the Transnational Mobility Session taking place in their own given Partner Country, in respect of the Representatives of institutions in their own country's administration;
 - 4) the management of the Project budget in accordance with provisions of the Partnership Agreement, as well as the necessary financial reporting.

§5

General principles of recruitment

1. Project Participants shall be:
 - 1) institutions of the central or provincial administration of the Republic of Poland;
 - 2) institutions of the central or provincial administrations of certain other Central and Eastern European Countries,
 - 3) units subordinated to or supervised by an aforesaid institution of the central or provincial administrations of Poland or certain of the CEECs;

as involved in the devising (and in the case of institutions from Poland also the introduction) of recommendations in respect of institutional management.
2. Institutions shall designate – for involvement in the Project – Representatives that hold higher managerial posts.
3. In respect of the Representatives of Participants from Poland, the list of positions referred to in paragraph 2 shall be deemed to encompass those:
 - 1) at central level (Secretaries or Under-Secretaries of State, or Heads or Deputy Heads of Central Offices, Directors-General, Department or Office Heads or Deputy Heads, Chief Accountants, and other post-holders equivalent to these referred to);
 - 2) at provincial level (e.g. as Provincial Governors or Deputy Governors, DGs and Directors or Deputy Directors of field offices, heads of sections or other organisational units at institutions or their deputies, Chief Accountants, and other post-holders equivalent to those referred to).
4. In respect of the Representatives of Participants from outside Poland, the positions referred to in paragraph 2 shall encompass positions analogous to those listed in paragraph 3.
5. Four rounds of recruitment are foreseen under the Project, with each entailing the recruitment of not more than 30 Representatives of institutions from the public administration of the Republic of

- Poland, as well as up to 30 Representatives of the administrations of other CEECs. Each round of recruitment shall therefore identify for involvement a group comprising a maximum of 60 persons.
6. The timetable for the recruitment of Participants from Poland as established by the Director of KSAP shall be as published on the Project website (www.synergia.ksap.gov.pl).
 7. Information as to the commencement of recruitment vis-à-vis Participants from Poland shall be as published on the Project website (www.synergia.ksap.gov.pl), in an announcement pertaining to the Project that shall also entail information as to form and deadline where the submission of applications is concerned.
 8. In respect of Participants from the Partner Countries, the timetable for recruitment, along with information regarding the commencement thereof and detailed principles therefor, shall be as determined by the Project Partners in regulations of their own, determined in respect of each given country.
 9. The recruitment of Project Participants from Poland shall take place with the aid of the instrumentation made available by KSAP, using an online application system.
 10. The recruitment of Participants by Partner Countries shall take place by way of a recruitment form developed to meet the needs of the Project by KSAP, with the aid of the instrumentation available in the given Partner Country.
 11. Persons applying for acceptance on to the Project shall meet both formal and substantive criteria pertaining to access thereto.
 12. Access criteria:
 - 1) Criteria as regards Participant (institutional) access:
 - a) Participants in the Project shall be institutions of public administration at central or provincial level, as well as offices and units subordinate thereto or supervised thereby.
 - 2) Criteria as regards access for a Representative of a Participant (Team Member) from Poland shall be as follows:
 - a) at least higher education at Master's level or the equivalent (with a provided copy of the Diploma confirming completion of Master's Studies or the equivalent);
 - b) at least five years of professional experience, including at least 1 year in a senior managerial or coordinating post (detailed in the Participant's application form);
 - c) knowledge of the English language at a level allowing for participation in the Project (level B2 required; language certificate or verification by KSAP at the recruitment stage);
 - d) current holding of a post referred to in §5, paras. 2 and 3.
 - e) (in the case of a Team Member), the consent of a Director-General or Head of Office for involvement in the Project, including in implementation-related work in the case of an institution whose involvement in such work has been indicated;
 - f) (in the case of a Team Member), an undertaking to engage in the preparation of a report following completed participation in the Programme of training and Workshops;
 - g) (in the case of a Team Member), an undertaking to draw up a draft concept for the delegating institution designed for the latter to implement, as well as to participate in the work to ensure that necessary implementation work is actually carried out, and to prepare a report once that work has been done;

- h) (in the case of a Director-General or Head of Office), an undertaking to put into effect the draft concept for implementation that has been drawn up by Members of the Team taking part in the Project, at the institution represented; as well as to present a summary report on the implementation work carried out, along with recommendations as regards further facilitation; and to present a report at the Project's Closing Conference.
- 3) Criteria as regards access for a Representative of a Participant from outside Poland shall be as follows:
- a) at least higher education at Master's level or the equivalent (with a provided copy of the Diploma confirming completion of Master's studies or the equivalent);
 - b) at least five years of professional experience, including at least 1 year in a senior managerial or coordinating post;
 - c) knowledge of the English language at a level allowing for participation in the Project (level B2 required; language certificate or verification by the Partner institution at the recruitment stage);
 - d) current holding of a post referred to in §5, paras. 2 and 4.
 - e) the consent of a Director-General or Head of Office for involvement in the Project;
 - f) an undertaking to engage in the preparation of a report following completed participation in the Programme of training and Workshops;
 - g) each Partner Country may propose up to 10 Representatives for participation in each Edition of the Education and Cooperation Programme.
13. Formal criteria for Participants from Poland and the Representatives thereof shall encompass:
- 1) submission of an application prior to the deadline;
 - 2) inclusion within, or appendment to, the application of:
 - a) information as to the composition of the Project Team, together with information sheets as developed to meet the needs of the Project filled in by Team Members, as well as confirmation as regards the holding – in the applicant institution – of a post among those referred to in §5, paras. 2 and 3;
 - b) the consent of the Director-General or Head of Office to Team Members' involvement in the Project;
 - c) a letter of motivation (1 in respect of each institution), wherein the designated Representatives of the institution (would-be Team Members) are presented, positive attributes as potential Team Members indicated, and motivations as regards involvement in the Project described in brief;
 - d) an undertaking on the part of each Team Member declaring participation in the Education and Cooperation Programme, as well as the devising – in cooperation with other Project Participants – of a draft concept containing recommendations as regards implementation for the given institution vis-à-vis the subject-matter encompassed by the Project;
 - e) an undertaking on the part of each Member of the Team designated by the institution as to the presentation (once participation in the Programme of training and Workshops has been completed), of a report supplying conclusions in respect of participation in the said Programme, as well as a plan for the utilisation of acquired knowledge and expertise at

the stage of implementation of the draft concept developed for implementation for the delegating institution, the submission of the said report as a competition entry in respect of the implementation stage, and – in the event of the said competition for draft implementation concepts being won – an undertaking to participate in the work required to achieve that implementation;

- f) an undertaking on the part of each Director-General or Head of Office offering assurance as to the participation of Representatives of their institution in the Project, the preparation of a draft concept for implementation, and – in the event of the Competition Commission Committee selecting the given entry for delivery – actual implementation of the solution in their own institution, as well as the presentation of a summary report on implementation with recommendations as to further possible facilitation; and also the presentation of a report at the Project's Closing Conference.

14. Formal criteria for Participants from outside Poland and the Representatives thereof shall encompass:

- 1) submission of an application prior to the deadline;
- 2) the said application submitted in the English language.
- 3) inclusion within, or appendment to, the said application of:
 - a) confirmation as regards the holding – in the applicant institution – of a post referred to in §5, paras. 2 and 4;
 - b) the consent of the Director-General or Head of Office to involvement of the Representative in the Project;
 - c) a letter of motivation wherein the designated Representatives of the institution present themselves, and describe in brief their motivations for involvement in the Project;
 - d) an undertaking on the part of the Participant's Representative declaring participation in the Education and Cooperation Programme, as well as the devising – in cooperation with other Project Participants – of a draft concept containing recommendations for the given institution vis-à-vis the subject-matter encompassed by the Project;
 - e) an undertaking on the part of the Participant's Representative as to the presentation (once participation in the Programme of training and Workshops has been completed), of a report supplying conclusions in respect of participation in the said Programme, as well as a plan for the utilisation of acquired knowledge and expertise at the Partner Institution;
 - f) an undertaking to devise a project for their Institution concerning the implementation of good practice (required only where the institution of the Participant will be taking part in the implementation-related stage);
 - g) an undertaking on the part of the Director-General or Head of Office offering assurance as to the participation of Representatives of their institution in the Project.

15. Substantive criteria

Each institution putting forward its candidacy shall provide justification as to the need to take part in the Project (as an element of the information contained in the application) by:

- 1) describing the circumstances underlying the appearance of a challenge in a sphere of management in line with the Project subject matter; as well as presenting the instrumentation allowing for diagnosis of the situation;
 - 2) describing the management challenge declared officially as the field in which implementation work will be undertaken;
 - 3) describing obstacles standing in the way of implementation work on changes in the area relating to the aforesaid management challenge.
16. Where a Participant is from outside Poland, the Representative thereof shall indicate in the Project application form a management problem being contributed to the Project, with a brief description thereof in line with the criteria set out in para. 13 (Substantive criteria).

§6

Detailed rules for the recruitment of Participants

1. Each Participant from Poland shall submit an application via the electronic recruitment system, with this including - on separate appended forms - personal data on its proposed Representatives (between 4 and 10 in number), with consideration given to equality of numbers of female and male Representatives, in line with the access criteria set out hereinunder.
2. The said application may be submitted in electronic form, as confirmed by electronic signature, or on paper.
3. Where the electronic means of submission is selected:
 - 1) the application shall be completed via the aforesaid electronic recruitment system;
 - 2) required annexes and attachments shall be appended;
 - 3) the application shall be submitted with the qualifying electronic signature in the required places (in line with instructions posted on the Project website concerning completion of the application form).
4. Where the means of submission in writing is selected:
 - 1) the application shall be completed via the aforesaid electronic recruitment system;
 - 2) required annexes and attachments shall be appended;
 - 3) the application via the electronic recruitment system shall be printed out;
 - 4) signatures shall be supplied in the required places;
 - 5) required annexes and attachments shall be appended;
 - 6) the application shall be conveyed to KSAP in advance of the deadline indicated in the recruitment announcement with the date of arrival in KSAP taken into account.
5. Each application shall obligatorily have appended to it required documentation in respect of the Participant and each Representative thereof, i.e.:
 - 1) a Europass-format (no-photograph, PL-version) CV in respect of each said Representative;
 - 2) a copy of the Diploma confirming the successful completion of studies at Master's level or equivalent – in respect of each said Representative;

- 3) a copy of a certificate attesting to knowledge of the English language at level B2 or above – in respect of each said Representative (with verification of the level of knowledge of English by KSAP possible at the recruitment stage where necessary);
 - 4) a letter of motivation (1 for each institution), wherein the designated Representatives of the institution (would-be Team Members) are presented, positive attributes as potential Team Members indicated, and motivations as regards involvement in the Project described in brief;
 - 5) a copy of an authorisation providing that the given persons are entitled to design and introduce improvements of a managerial nature in the given institutions (required where a given Team does not include a representative of the given institution's most-senior tier of management but a person authorised thereby - §6, para. 10);
 - 6) a letter of intent (where a Consortium has been established).
6. A certificate attesting to knowledge of the English language shall comply with the requirements set for the Procedure providing for Qualification for the Polish Civil Service in accordance with Annex 2 to the relevant Regulation of the Prime Minister of the Republic of Poland dated 16th December 2009 – w sprawie sposobu przeprowadzania postępowania kwalifikacyjnego w służbie cywilnej (see the Dziennik Ustaw Official Journal of Laws of 2021, item 141, with subsequent amendments).
 7. Invitations to participate in a given Edition of the Project shall be extended to 7 institutions from among those applying in a given round of recruitment. The Decision in respect of the selection of the number of institutions, subsequent to an appraisal of the extent to which substantive criteria have been met, shall be taken by the Recruitment Commission. The said Commission shall accept both a List of institutions invited to take part in the Project and a Reserve List comprising remaining institutions, as arranged by points totals achieved in the aforesaid substantive appraisal.
 8. Each institution shall submit applications in respect of between 4 and 10 persons, in so doing adhering to a principle that participation shall involve an even number of persons.
 9. The founding of a Consortium to submit an application shall be permissible, where the said Consortium comprises an institution along with a further institution (maximally two institutions) subordinate thereto or supervised thereby. Where this is the case, the application shall be accompanied by a letter of intent, which shall contain:
 - 1) information as to which institution shall act as Consortium Leader,
 - 2) authorisation by the institution of a leader to represent the Consortium in contacts with KSAP and the Intermediate Body as regards all matters connected with Project implementation, including the signing of a multilateral agreement on the financing of Project participation by a Representative of the Consortium institutions, in the name of the Consortium Partner.
 10. The applicants shall form a Project Team at the Participant institution, in which the share of women and men is even. A Team shall comprise: at least one Representative from the highest tiers of management in the Participant's institution (i.e. a Secretary or Under-Secretary of State, the Governor or Deputy Governor of a Province, the Head of Deputy Head of a Central Office); or else a person authorised thereby to develop and introduce management-related improvements in the given institution. In the Project application, the Team shall designate a Team Coordinator for organisational matters.

11. Should a given round of recruitment attract applications from more than 30 Representatives of the Participants, the latter will be asked – once the substantive appraisal is complete – to adjust the number of persons designated to represent them.
12. The selection of Participants who are to adjust their numbers of Representatives included in Project applications will be determined in relation to numbers of points awarded to the given institution (future Participant) in the substantive appraisal. Participants will thus be asked to adjust their numbers of Representatives in order from the one awarded the lowest points total through to the one with the highest. Adjustment will be proportionate, but in line with the assumption as regards an even number of applicant persons (i.e. 2, 4 or so on).
13. Adjustments of numbers of Representatives of an institution (i.e. potential Participant), will be followed by the drawing up of a Reserve List. A Participant's Representative included on the said Reserve List may take the place of a person placed previously on the main List not later than a day before the commencement of classes within the framework of the Education and Cooperation Programme, bearing in mind the principle that numbers of men and women be equal.
14. Information as to who has qualified for the Project shall be conveyed to candidates at institutions by way of emails from the address synergia@ksap.gov.pl, sent to the address of the Team Coordinator at the Participant institution, prior to the deadline indicated in the Project's recruitment timetable.
15. The process of recruitment of Participants from Poland shall comprise the following stages:
 - 1) the submission of applications;
 - 2) the formal verification of applications (as done by a team at KSAP);
 - 3) preliminary substantive verification in line with access criteria, including checks on the language skills of those taking part (as carried out by a team at KSAP);
 - 4) substantive appraisal (by the Recruitment Commission);
 - 5) supplementation of submitted applications in line with the recommendations of the Recruitment Commission (a KSAP team);
 - 6) The Decision qualifying persons to participate in the Project (issued by the Director of KSAP).
16. The substantive appraisal of applications shall be engaged in by a Recruitment Commission comprising:
 - 1) a representative of the Head of the Civil Service of the Republic of Poland;
 - 2) a representative of the Director of KSAP;
 - 3) a representative of the School Council of KSAP;
 - 4) a representative of the KSAP Alumni Association (*Stowarzyszenie Absolwentów*);
 - 5) a representative of the Transnational Partners (only in regard to recruitment involving institutions outside Poland).
17. The composition of the Recruitment Commission concerned with Participants from Poland shall be as confirmed by a Decision issued by the Director of KSAP.
18. Further guidelines in respect of the recruitment of Participants from outside Poland shall be as follows.
 - 1) Recruitment pursued by the Transnational Partners shall take place by reference to access-related, formal and substantive criteria referred to in the present Regulation, in § 5.

- 2) KSAP shall convey to the Partners pattern versions of jointly-agreed recruitment documents.
- 3) Recruitment to each edition of the Project shall take place over a period of time agreed with KSAP, with the assistance of tools the given Transnational Partner has at its disposal.
- 4) On completing its recruitment, the Transnational Partner shall convey to KSAP documentation as follows:
 - a) a list of persons qualifying to take part in the given Edition of the Project;
 - b) a recruitment form filled in by each person qualified to participate in the Project in the given Edition thereof;
 - c) a letter of motivation for each person qualified to participate in the Project in the given Edition thereof;
 - d) a list of all documents relating to the Representatives of Participants, which is to remain at the disposal of the Partner and shall in particular comprise:
 - i. CVs;
 - ii. copies of Diplomas confirming the completion of Master's studies;
 - iii. certificates or other documents confirming knowledge of the English Language at B2 level;
- 5) In the case of Participants from outside Poland, a certificate confirming knowledge of the English language shall comply with requirements domestically in the country of each Transnational Partner.

§ 7

Financial support for the Project

1. The Project shall be funded within the framework of the *Knowledge-Education-Development* Operational Programme 2014-2020, Priority Axis IV (Social Innovation and Transnational Cooperation), Measure 4.3. Transnational Cooperation.
2. KSAP shall secure the funding allowing the Project to be prepared, implemented and delivered.
3. Involvement in the Project for Representatives of the Polish Participants shall be free of charge.
4. KSAP shall thus cover the following costs of participation in the Project incurred by Representatives of Participants from Poland:
 - 1) (where the place of residence of the given Representative is more than 50 km outside Warsaw), travel from the said place of residence to the Warsaw venue at which the Education and Cooperation Programme is delivered, and subsequent return travel;
 - 2) (also where the place of residence of the given Representative is more than 50 km outside Warsaw), travel from the said place of residence to the relevant airport in Warsaw, with a view to a flight being taken to the place of delivery of given Transnational Mobility elements of the Project; and subsequent return travel;
 - 3) the flight from Warsaw to the said place of delivery of given Transnational Mobility elements; and subsequent return travel;

- 4) (again where the place of residence of the given Representative is more than 50 km outside Warsaw), accommodation in Warsaw;
 - 5) (again where the place of residence of the given Representative is more than 50 km outside Warsaw), accommodation in Warsaw prior to or following given Transnational Mobility elements, should the flights selected preclude timely arrival at the airport from, or return to, the said place of residence;
 - 6) accommodation and board at the place of delivery of given Transnational Mobility elements of the Project;
 - 7) board at the place of delivery of the domestic Sessions;
 - 8) AD&D insurance for the duration of given Transnational Mobility elements of the Project;
 - 9) (also for the duration of the aforesaid Transnational Mobility elements of the Project), due costs recognised in accordance with the Regulation of the Minister of Labour and Social Policy of the Republic of Poland of 29.01.2013 – concerning allowances for official travel undertaken by employees of central or local government (*w sprawie należności przysługujących pracownikowi zatrudnionemu w państwowej lub samorządowej jednostce sfery budżetowej z tytułu podróży służbowej*) (see the *Dziennik Ustaw Official Journal of Laws of 2013, item 167*);
 - 10) Programme materials.
5. Participants from Partner Countries shall cover the costs of flights, accommodation and insurance, as well as part of the allowances due, in respect of their Representatives in the context of the Polish Sessions or those run in the remaining Partner Countries. However, a possibility shall exist for Partners to apply individually in their own countries for EU funding to cover costs of Project participation on the part of Representatives of Participants from the administration in the given country.
 6. KSAP shall cover the costs of board and Programme materials in respect of Representatives of Partner Participants, for the duration of the delivery of the Sessions comprising the Education and Cooperation Programme.

§8

The Education and Cooperation Programme

1. The classes comprising the Education and Cooperation Programme shall be delivered intramurally and amount to 21 days in total (a minimum of 166 teaching hours).
2. In specific situations, the Director of KSAP may – in agreement with the Steering Committee – decide upon the implementation of all or part of the Education and Cooperation Programme of a given Edition of the Project online, or in hybrid form (whereby some classes are given intramurally and some remotely).
3. The said classes shall be delivered in the English language.
4. The Programme shall have as its subject matter:
 - 1) project management in the public sector (a cohesive project methodology);
 - 2) strategic management in public administration;

- 3) process management;
 - 4) change management;
 - 5) risk management;
 - 6) human resources management (HRM) – i.e. leadership, employee motivation, team management, etc.;
 - 7) communication management and effective negotiating;
 - 8) the application of ICT in the public sector;
 - 9) knowledge management;
 - 10) Management by Objectives,;
 - 11) further issues announced in the course of Project implementation and delivery, introduced in line with determinations made by the Steering Committee.
5. The timetable for classes shall be as agreed by the Steering Committee.
 6. The Education and Cooperation Programme shall comprise:
 - 1) a description of the areas involved in which training is to be provided;
 - 2) a description of the foreseen results of training (and therefore of the Project);
 - 3) a timetable for the delivery of classes;
 - 4) a description of the subject modules with information on:
 - a) the number of training modules and their subject matter;
 - b) the features of each given module;
 - c) the form(s) by which classes in the given module are to be delivered;
 - d) materials essential to the delivery of classes in the given module;
 - e) the means of ascertaining whether assumed objectives have been achieved.
 7. The Training Sessions within the framework of the Education and Cooperation Programme shall be delivered by Foreign, Polish and Partner Trainers and Lecturers, in line with a pre-determined plan for the classes that shall be accessible on the Project website.
 8. Rules for participation on the Education and Cooperation Programme shall enter the public domain by means of the aforesaid Project website (www.synergia.ksap.gov.pl), save where some other form of the provision of information shall be foreseen.
 9. The presence of the Participants' Representatives at the classes comprising the Education and Cooperation Programme shall be the subject of monitoring with a view to the intended effects of the Project being confirmed as attained.
 10. Representatives of the Participants shall therefore sign attendance lists for classes run intramurally twice each day (in the morning and afternoon).
 11. The Leader of the Project or designated employee of the Project Team shall verify the signed attendance lists for classes run intramurally at the end of each block of classes (4 teaching hours), with a view to attendance being confirmed by means of signature.
 12. Where a training programme is put into effect online, attendance shall be checked via an attendance list generated in the system selected to service the classes run. To qualify for online attendance on a given day, it shall be necessary to be present in the system for at least 2 hours in the case of a single training block.

13. Prior to the commencement of classes, the Leader of the Project or designated employee of the Team shall inform Participants' Representatives as to the detailed plan for the given day.
14. Appropriately in advance, persons giving classes shall be obliged to present Participants' Representatives with a programme, materials allowing a given class, set of classes or case study to be prepared for, and recommended subject literature.
15. A Representative of the Partner from Poland shall be obliged to inform KSAP forthwith of any changes which relate to participation in the Project. This information from KSAP in respect of participation shall be supplied forthwith via the synergia@ksap.gov.pl email address. Information shall require confirmation of receipt by KSAP.
16. A Representative of a Participant from a Partner Country shall be obliged to inform the said Project Partner in that given country forthwith, in respect of any change regarding involvement in the Project. This information shall be conveyed directly to the said Partner as well as to KSAP. KSAP shall anticipate confirmation of receipt of the said information.
17. All Partners undertake to convey forthwith information concerning changes on the part of their Representatives, in regard to participation in given sessions organised by the remaining Partners in the context of the Education and Cooperation Programme.
18. Where important considerations so demand, the Director of KSAP may – following consultation with the Steering Committee – take a decision renouncing and ceasing further pursuit and delivery of the Education and Cooperation Programme.

§9

The implementation-related part

1. A part relating to implementation shall represent a key integral component of the Project from the point of view of the Polish institutions in public administration taking part therein (in the role of Participants).
2. The said Polish institutions in public administration joining the part of the Project comprising the Education and Cooperation Programme shall be deemed to be joining simultaneously the Project's implementation-related part.
3. The implementation-related part of the Project shall be preceded by a competition.
4. Each Participant from Poland undertakes to prepare a project whereby good practice can be introduced at their own institution. Non-preparation of such a project shall denote a Participant's ineligibility, and hence the necessity to return all Project costs incurred by participation.
5. Participation in the implementation-related part shall not be compulsory for Participants from outside Poland. However, should a Participant of the latter category decide upon such participation, the project arising shall be the subject of assessment by the Competition Commission.
6. Polish institutions of public administration selected by way of a within-Project competition shall obtain support in terms of the preliminary training of employees in the introduction of practice in an institution, be in the care of a Consultant, and receive Project funding for the first phase to the

introduction of new institutional-management solutions that have been developed in the course of the earlier Training Sessions.

7. Detailed rules in respect of the participation of Polish institutions of public administration in this Project's implementation-related part shall be as set out in separate regulations entitled *Regulamin udziału w części wdrożeniowej projektu "Synergia - Sieć współpracy i wymiany doświadczeń urzędników wysokiego szczebla z Europy Środkowej i Wschodniej"*.

§10

Rights and duties of Participants' Representatives

1. Each Representative of a Participant shall enjoy the right:
 - 1) to utilise training materials made available by KSAP;
 - 2) to utilise the training materials, collection of books and periodicals and scientific information held by the Library at KSAP;
 - 3) to utilise the e-learning platform of KSAP, as made available for the needs of Project implementation and delivery;
 - 4) to make or submit remarks in regard to the means of training and pursuit and delivery of the Project overall.
2. Each Representative of a Project Participant shall undertake to abide by the regulations and ordinances binding in KSAP or in the Partner institutions, and in particular:
 - 1) (where there is justification) to hand over electronic equipment and mobile phones for the duration of classes, making use of deposit facilities provided;
 - 2) to heed rules as regards punctual appearance at classes;
 - 3) to heed rules regarding non-departure from teaching rooms during classes, given the disturbance to others taking part, and to the delivery of classes, that this constitutes;
 - 4) to heed rules prohibiting the consumption of food and/or drink in designated places.
3. Each Representative of a Project Participant shall further be obliged to take part in classes in line with the timetable developed for the delivery of support, and in particular:
 - 1) to attend classes delivered within the framework of the Education and Cooperation Programme (wherein matters of the confirmation of presence/absence shall be as regulated in §11 of the Regulation);
 - 2) to participate actively in the classes foreseen within the framework of the said Education and Cooperation Programme;
 - 3) to prepare appropriately for classes, by reference to materials made available by KSAP and the Partners;
 - 4) to assess classes by means of questionnaires distributed online or on paper after each session;
 - 5) to submit a Final Report as regards participation in the Education and Cooperation Programme, within the deadline laid down under the Project.
4. Each Representative a Participant shall further undertake:
 - 1) to proceed with integrity in respect of KSAP and the Partners;

- 2) to heed general principles regarding harmonious co-existence with others;
 - 3) to uphold the Participant's own good name, as well as those of KSAP and the Partners.
5. Conditions governing participation in the Project by Participants from Poland – as heeding the provisions herein – shall be set out in a Multipartite Agreement concluded in writing between KSAP, a Representative of each Participant and each Participant.
 6. Conditions governing involvement in the Project by Participants from Partner Countries – as heeding the provisions herein – shall likewise be set out in a Multipartite Agreement concluded in writing between KSAP, a Representative of each Participant and each Participant.

§11

Achievement of a pass in the Education and Cooperation Programme, and financial consequences of non-attendance

1. Attendance at classes shall be a condition for the achievement of a pass in the Project's Education and Cooperation Programme.
2. The threshold for the aforesaid pass shall be calculated in line with an algorithm and shall amount to 80% presence determined separately for classes run in Poland and in each of the different Partner Countries.
3. The thresholds relating to permitted non-attendance at sessions organised by KSAP and the Partners shall be as follows:
 - 1) In regard to sessions run at KSAP, attendance at a minimum of 16 blocks of classes shall be required for a pass.
 - 2) In regard to sessions run at the IPA, attendance at a minimum of 5 blocks of classes shall be required for a pass.
 - 3) In regard to sessions run at the LSPA, attendance at a minimum of 5 blocks of classes shall be required for a pass.
 - 4) In regard to sessions run at the UPS, attendance at a minimum of 5 blocks of classes shall be required for a pass.
4. No possibilities to make amends for non-attendance in order to pass are foreseen.
5. In particular cases of non-attendance being due to illness or other very critical life circumstances, the Steering Committee may adopt a Decision in respect of the completion of the Programme by the Representative of a Participant who has exceeded the permitted threshold for absence, should the person involved present – in a timely fashion – documentation attesting to important reasons for non-attendance (e.g. evidence of sick leave).
6. The financial consequences of failure to attend classes shall be as detailed below.
 - 1) In the case of withdrawal from certain classes organised in the context of the Transnational Mobility, at any time later than 40 days prior to the date of departure, the Representative of a Participant or Participant from Poland (depending on whether the reason for the withdrawal lies with one side or the other) shall cover in their entirety cancellation costs in respect of plane-ticket reservations, accommodation, insurance, board in the given Partner Country and other costs incurred by KSAP and the Partner in organising the mobility.

- 2) In the case of withdrawal from certain classes organised in the context of the Transnational Mobility at any time later than 40 days prior to the date of departure, the Representative of a Participant or Participant from Poland shall cover in their entirety cancellation costs in respect of board ordered in the hosting country, and the purchase of programme materials. Matters relating to the covering of possible costs of cancelling other reservations made by the Partner for a Representative from its own country shall be as provided for in the Partner's regulations.
 - 3) In the case of withdrawal – by a Representative of a Participant from Poland – from certain classes organised in the context of the series of Training Sessions run in Warsaw, at any time later than 15 days prior to the commencement thereof, the Representative of a Participant or Participant shall cover in their entirety cancellation costs associated with reserved transport and accommodation, as well as other costs incurred by KSAP and a given Partner in connection with the organisation of the series of Training Sessions.
 - 4) In cases of non-appearance for flights providing for attendance at classes organised within the framework of the Transnational Mobility and forming part of a group booking made by KSAP for Representatives of a Participant from Poland, the Representative of a Participant or Participant shall cover in their entirety the costs associated with the unused ticket. In such a situation, a Participant shall not be entitled to change a group reservation for an individual one.
7. The financial consequences referred to in paragraph 6 shall be incurred solidarily by the Participant's Representative and the Participant, save where the reason for non-appearance is established as lying solely with one party or the other. Participants' Representatives and Participants shall supply KSAP with the information and explanations allowing such circumstances to be established.

§12

Completed participation in the Project

1. In respect of participants from Poland, successful completion of Project participation shall be deemed conditional upon:
 - 1) the achievement by a Participant's Representative of the required number of presences at classes in the course of the Education and Cooperation Programme;
 - 2) the completion of all on-paper or online assessment questionnaires distributed following each Session;
 - 3) submission of the report in respect of participation on the Education and Cooperation Programme;
 - 4) submission (by the Project participant's team) of a project for implementation within the framework of the internal competition;
 - 5) implementation of the said project for implementation by the team of Representatives of the Participant at the Participant institution – in the event of that Project being slated for implementation by the Competition Committee.

2. In respect of Participants from outside Poland, successful completion of Project participation shall be deemed conditional upon:
 - 1) the achievement by a Participant's Representative of the required number of presences at classes in the course of the Education and Cooperation Programme;
 - 2) the completion of all on-paper or online assessment questionnaires distributed following each Session;
3. A Representative of a Participant complying with the conditions referred to in §12, para. 1, points 1-3, as well as para. 2, shall receive a certificate confirming successful completion of the Education and Cooperation Programme under the Project entitled *SYNERGIA – a network for cooperation and exchange of experience between high-level officials from Central and Eastern Europe*, as issued jointly by KSAP and the Partners. However, in respect of participants from Poland, the receipt of this certification shall not be tantamount to the successful completion of participation in the Project overall.

§13

Non-completed participation in the Project

1. A Representative of a Participant shall be struck from the list of people taking part in the Project in the event of:
 - 1) non-appearance for participation in the Education and Cooperation Programme;
 - 2) submission of a resignation in respect of participation in the said Education and Cooperation Programme;
 - 3) non-completion of the assessment questionnaires distributed following each Session of the Education and Cooperation Programme;
 - 4) non-submission of a report on participation in the Education and Cooperation Programme;
 - 5) non-submission (in the case of Participants from Poland and by the team from the Participant's institution as a whole) of a draft concept for implementation, or else (again in the case of Participants from Poland) submission of a resignation in respect of participation in the implementation-related part of the Project – in the event of the Competition Commission already having approved the given practice for implementation;
 - 6) a Participant's rescinding of consent in respect of participation by its Representative;
 - 7) a failure to meet the conditions regarding access referred to in §5;
 - 8) flagrant violation of the obligations referred to in §10;
 - 9) unjustified absence from classes comprising the Education and Cooperation Programme in the event of this exceeding a 20% threshold;
 - 10) the cessation of an employment relationship with the Participant.
2. The Decision to strike a person from the list shall be that of the Chair of the Steering Committee.
3. A Participant's Representative struck from the list for the reasons referred to in §13, para.1, points 8 and 9 shall no longer enjoy the right to seek admission to a further Edition of the Project.

4. Should non-completion of participation in the Project by the Representative of a Participant from Poland be due to causes relating to the Participant, the latter shall reimburse costs of individual participation in the Project by the Representative in respect of the entire period of participation through to the moment KSAP is informed of cessation of participation in the traditional manner (i.e. sent in writing) – with the operative date in this case being the date of receipt of the said notification at KSAP; or else by email to synergia@ksap.gov.pl, irrespective of the date of incurment of the said cost(s), which may entail transport, accommodation, expenses and one-off support payments, insurance or board in Poland, in Latvia, in Bulgaria or in Hungary; as well as other costs incurred by KSAP and the Partners in connection with the given Representative's participation in the Project.
5. Should non-completion of participation in the Project by the Representative of a Participant from Poland be due to causes relating to that Representative as such (including cessation achieved by way of the Representative's application to this effect in writing), the said Representative shall reimburse the individual costs of Project participation in respect of the of the entire period of participation through to the moment KSAP is informed of resignation from participation in the traditional manner (i.e. sent in writing) – with the operative date in this case being the date of receipt of the said notification at KSAP; or else by email to synergia@ksap.gov.pl; or through to the moment of striking-off from the list of Project participants (should reasons referred to in §13, para.1, points 8 and 9 be pertinent), irrespective of the date of incurment of the said cost(s), which may entail transport, accommodation, expenses and one-off support payments, insurance or board in Poland, in Latvia, in Bulgaria or in Hungary; as well as other costs incurred by KSAP and the Partners in connection with organisation of the given Representative's participation in the Project.
6. Should non-completion of participation in the Project by the Representative of a Participant from Poland be due to the termination of a Contract of Employment agreed amicably by both parties, the Participant's Representative and Participant shall in equal parts cover the cost of individual Project participation by the Representative, as incurred up to the moment KSAP is informed of cessation of participation in a traditional manner in writing (counted as the day of arrival of this notification at KSAP), or else by an email sent to synergia@ksap.gov.pl, irrespective of the date on which the said costs arose, and including costs of transport and accommodation; expenses, allowances and one-off payments, insurance and board in Poland, Latvia, Bulgaria and Hungary; as well as other costs incurred by KSAP and the Partners in connection with participation in the Project.
7. In the event of non-completion of participation in the Project, the Representative of a Participant from a Partner Country shall be obliged to return all costs relating to board and Programme materials that are incurred in the context of Project implementation and delivery. The procedure as regards the return of the aforesaid costs shall be as regulated internally in the given Partner institution. The Partner shall be obliged to ensure the immediate transfer to KSAP of sums in lieu of costs returned by the Participant's Representative.
8. In the event of a change of place of employment of a Representative of a Participant from Poland, and of employment now being taken up in another institution involved in the Project (i.e. another Project Participant), the said Representative may continue as a Representative (albeit of the new employer–Participant), should consent to that on the part of the latter Participant be forthcoming.

9. In the event of a change of place of employment of the Representative of a Participant from Poland, and of employment (by virtue of a Contract of Employment relationship or other agreement) now being taken up in another institution not involved in the Project, the Representative of the Participant shall cease to play a part in the Project, save where the institution in which that Representative holds a currently eligible post consents to continuation and undertakes to cover the said Representative's individual costs of participation should that not reach completion. The costs of participation of the Participant's Representative through to that time shall be deemed non-eligible where the aforesaid consent is lacking. In line with the identity of the party decisive in respect of the change of employer that has occurred, either the Participant or the Representative of the Participant shall effect the return of all individual costs associated with Project participation by the said Representative. The calculation of the costs whose return shall be required shall relate to the period between the commencement of participation of the Representative in the Project through to the moment of the written announcement as to the cessation of participation, conveyed either in traditional form in writing – with the operative date in this case being the date of receipt of the said notification at KSAP; or else by email to "synergia@ksap.gov.pl."

§14

Equality of opportunity

Each stage to the implementation and delivery of the Project shall be achieved with objectivity and transparency upheld, and in line with the principle of equal treatment of all participants.

The Project shall likewise be pursued with full respect for the principle of equal opportunity between genders.

The Project shall also give effect to the principle of equality of opportunity for the disabled.

§ 15

1. Hereby taken out of force is Ordinance No. 12/2020 of the Director of *Krajowa Szkoła Administracji Publicznej im. Prezydenta Rzeczypospolitej Polskiej Lecha Kaczyńskiego* of 30th January 2020 *w sprawie regulaminu projektu: SYNERGIA - Sieć współpracy i wymiany doświadczeń urzędników wysokiego szczebla z Europy Środkowej i Wschodniej* (on Project Regulations for SYNERGIA – a network for cooperation and exchange of experience between high-level officials from Central and Eastern Europe), subject to paragraph 2.
2. Ordinance No. 12/2020 of the Director of *Krajowa Szkoła Administracji Publicznej im. Prezydenta Rzeczypospolitej Polskiej Lecha Kaczyńskiego* of 30th January 2020 *w sprawie regulaminu projektu: SYNERGIA - Sieć współpracy i wymiany doświadczeń urzędników wysokiego szczebla z Europy Środkowej i Wschodniej* (on Project Regulations for SYNERGIA – a network for cooperation and exchange of experience between high-level officials from Central and Eastern Europe) shall remain in force in respect of the Project's First (Pilot) Edition.

§16

This Ordinance shall enter into force on **08 July** 2021.