



**ReSPA**

Regional School  
of Public Administration

**FINAL**  
**GENERAL FRAMEWORK OF PROGRAMME**  
**OF WORK**  
**(2013)**

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## I. INTRODUCTION

In the line with its overall goal, mission and vision ReSPA has formulated its Programme of Work 2013. The PoW 2013 provides the information on the type of the planned activities as well their related qualitative and quantitative aspects for the period January – December 2013. A number of related innovative design features addressing ReSPA core activities have been envisaged aiming to improve their performance assessment and final impact. Lessons learned, primarily weaknesses as well as the advantages have been taken into consideration for the upgrading dimension.

Although the POW 2013 is composed of diverse types of ReSPA core activities: 20 trainings (2 tailored made and two accredited), 4 ToTs, 6 thematic Networks (two events per each theme) 3 MS programmes, 3 regional comparative studies, 3 Summers schools (2 aboard and 1 ReSPA summer school), 3 Conferences (Annual Conference, CAF and Community of Practice on HRM) and resource centre and visibility related activities, the interconnection between all of them is naturally present. The synergies are being foreseen and qualitative outputs and outcomes are expected to be realized. The overall POW 2013 approach is also stipulated by the promotion and support received from the regional expertise which will be in its full capacity once the Experts database is put in place during the programming period.

The programme activities foreseen for 2013 are based on the financial resources deriving from the EC current Grant (financing the activities January – June 2013) as well as the new EC Grant expected to be signed covering the period July – December 2013. The planned activities with this POW are expected to be within the annual planned budget of the EC Grants i.e. of 1.2 million EUR. The budget will be executed in the line with the EC Grant rules and its annexes. In addition the Draft POW 2013 is based on the assumption of having the same amount of funding as indicated above, while any new potential funds would require consequent changes.

Last but not least, the POW includes also number of additional annexes which will help the reader to enlarge the understanding of certain issues which have been mentioned in the main document.

## II. THE TRAINING PROGRAMME

The trainings are considered one of the key core activities of ReSPA for the current and future period as well. With this POW, ReSPA will continue to provide training programmes to

the mixed group of civil servants from the ReSPA Member States and Kosovo\* . The training programme of the POW presents information on the number of trainings planned to be implemented in 2013, the thematic areas on which the trainings will be focused, the target group, accredited trainings, tailor made trainings, modality of the implementation of the trainings (involvement of individual experts and cooperation with EU schools of PA). The abovementioned is being formulated based on the inputs and information received from:

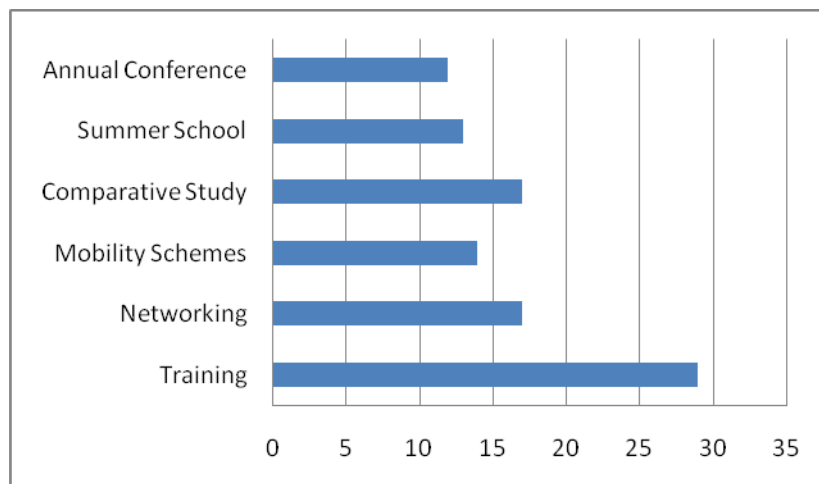
- ✓ *Governing Board conclusions, suggestions and recommendations from the GB meetings;*
- ✓ *Discussion with EC representatives;*
- ✓ *Capacity Needs Assessment (CNA);*
- ✓ *Conclusions from the Advisory Board meeting;*
- ✓ *Evaluation of the trainings implemented in 2012;*
- ✓ *The reports drafted by the Experts for each training;*
- ✓ *EC, SIGMA and other progress reports*

The CNA results indicate that trainings are the most preferred intervention form which ReSPA shall do in 2013 (Please see Chart 1 taken from CNA Report). They are of the opinion that ReSPA shall do trainings as the main core activity from which the civil servants from all WB countries will benefit most.

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\* This designation is without prejudice to positions on status, and it is in line with UNSCR and the ICJ Opinion on the Kosovo Declaration on Independence.

Chart 1: Preferred Intervention Forms from questionnaires



### i) Thematic Areas of the Trainings

The thematic areas of the trainings that ReSPA shall focus in 2013, are deriving from the findings and the results of the CNA. Different to the last year Training Needs Assessment (TNA) when ReSPA opted for a methodology which specified the training topics and titles, this year's methodology of the CAN, was structured to identify and highlight the capacity needs in particular thematic areas related to public administration and EU Integration in the ReSPA Member States under which ReSPA shall design and develop the trainings. Those themes are:

- ✓ *European integration;*
- ✓ *Civil service and human resources management;*
- ✓ *Government policy making;*
- ✓ *Leadership, Strategic Management and Service delivery*

In addition to these thematic resulted from the CNA, ReSPA will be involved in designing and offering trainings related to the Public Procurement which is an area taken over from the IPA Multi Beneficiary Project implemented by ITC-ILO and with financial support of the EC. Throughout the implementation of this project, ReSPA has been attending the Steering Committees of the same as an observer. All training materials, curriculums and other resources developed (*trainers, publications, case studies, etc*) for this purpose shall be

transferred to ReSPA after May 2013, when the current format of the project implementation will end.

ReSPA has reviewed and consulted the EC Progress Reports, OECD, SIGMA country assessments and some of the themes in the area of public administration reform and UE matters would be also considered as a topic for trainings that ReSPA may deliver. For example OECD/SIGMA/ACN is finalizing the study on Ethics and Integrity Training for Public Officials and ReSPA was also taking part in the process, which may be the basis for joint tailored made ReSPA trainings which will be offered in 2013.

## ii) Number of trainings and modality of its implementation

In 2013, and in the line with the financial resources deriving from the EC Grant, ReSPA plans to implement 20 trainings, out of which 16 in cooperation with EU schools of PA, two tailor made with involvement of individual experts from the ReSPA's database of experts and two accredited trainings, again, in cooperation with EU schools of PA.

New modality of the training organization will be implemented once when Experts database is put in function. According to the CNA 2013 analysis up to five thematic areas i.e. expertise clusters will be developed and the individual experts/trainers will be submitting their respective biographies. The announcements for the related positions once opened will be followed by the reception of the individual applications, after which short listing will be made and selection according to the ToR and the official Selection criteria. The best candidates will be interviewed following interview grid. The whole process will be supported at the first stage by the filters installed in the online Trainers / Experts database which will make the 1<sup>st</sup> level of selection (basic position requirements), after that the shortlist and the interview will follows above presented. The whole selection process will require a lot of attention and time allocation, therefore one Assistant might need to devote significant time to this task, which will be confirmed with the first trainers'/experts' engagement. The fee rate<sup>1</sup> for the regional experts/trainers will be standardized as well for the International one.

Staffing as an issue is also highlighted in development pattern for the coming period since due to complexity of the POW in quantitative and qualitative terms more staff related to the programmatic part will be needed. Therefore one additional Training Manager will be needed to be engaged and in parallel more support from the Programme assistants will be needed in the programming part (fine-tuning of the documents, preparation of the reports, small translations, etc).

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<sup>1</sup> At present the average fee rate for the regional expert/trainer is 350 euro per man day and for the International expert/trainer is of 600 euro. This rates may vary depending on the types of work (home based work and outside office work e.g. at the ReSPA premises).

The duration of the trainings will be three days and for delivering of the same, ReSPA will be engaging three experts, two international and one regional expert. This practice has shown its results as it aims to provide good team of experts bringing on board the international and regional expertise as well as it allows ReSPA building the capacity of the regional experts.

In 2013, ReSPA will also aim at following up on the trainings that are being implemented at once. These will allow ReSPA to observe, monitor and evaluate the trainings and follow on its findings.

### iii) Tailor Made Trainings

In 2013 and with this POW in mind, ReSPA will work seriously on new approach of organizing and developing the trainings. To this aim, ReSPA is considering to work on its own programmes which will be developed by its own capacities and will be tailor made as per the needs of certain target group. This will mean that ReSPA will assess the needs on relevant area with potential participants, develop the entire programme (i.e. objectives, expected outputs, content, methodology, etc) and at a later stage engage international and regional experts for its delivery as well as to develop the concrete case studies as well as the other specific training materials. It's worth mentioning that this modality was piloted during the self-development of the summer school at ReSPA and as such it proved to be well designed activity and well perceived by the participants.

This approach is time consuming and will require more resources (data base of experts is in place) and time allocation from the ReSPA staff, therefore for 2013, ReSPA is intending to do two tailor made trainings intending to increase this amount in the years to come.

The possibility to strengthen the effect of the training activities, especially of the tailored made trainings will be taken into consideration. That approach is considering interconnecting of the different type of the activities with fully or partly identifies identical participants as target audiences. The number and type of such activities may vary and it will be concluded in a development phase of the tailored made trainings how many potential follow up activities will be identified as useful and needed. Just for example the participants of the tailored made training may be involved in a Mobility Scheme programme and may also take part in the organized study visits, practical assignments or other follow-up measures which will be in the line with the tailor made logic. The sequencing of the related activity will be punctually defined, but it will be adequately distributed throughout the year. In addition since 2 tailored made trainings are foreseen in 2013, 4 in 2014 and 6 in 2015, in total 36 trainers will be included, out that number approximately two thirds will be regional experts.

If related tailored made trainings (two in 2013) prove to be interesting enough, one or both may be repeated in the same year if the conditions are allowing. Basic and advanced programme for the same subject and identical target audience will be also taken into consideration for 2013, when the tailor made trainings are to be mentioned. Preliminary latter mentioned two events are planned for June and September 2013.



Tailored made trainings could be also perceived in development terms as an activity where collaboration will not necessarily engage only experts, but also the related Institutions. The modality of such cooperation will be in more details defined once initiated, but it will rely on CNA 2013, ReSPA Business plan and POW 2013 as well all the crucial rules and procedures established so far.

#### iv) Accredited Trainings

One of the conclusions of the GB and secretariat development session held in Istanbul (September 2012) was that ReSPA shall consider offering trainings which are being accredited at EU level. These trainings shall be delivered and organized in cooperation with the EU schools of public administration<sup>2</sup>. The advantage of this approach will be that the participants will be issued also certificate of knowledge gained which is different to the certificate that they receive now and that is certificate of attendance. In 2013, ReSPA aims at organizing two trainings of this kind.

It is worth mentioning that the accredited trainings may cost higher than the standard trainings that ReSPA offered so far. In this case, the budget reallocation will be additionally adjusted in order the financial sources covers this aspect as well.

#### v) Target Group

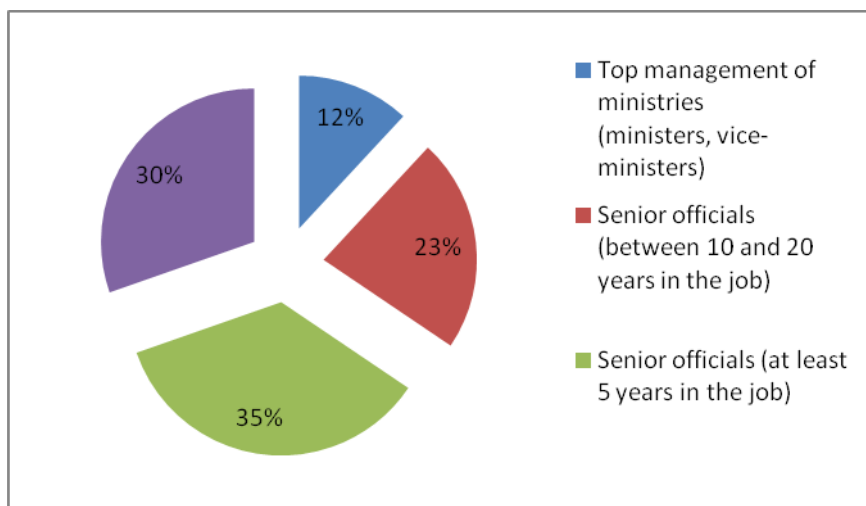
The target group for ReSPA trainings in 2013 will be middle management officials as well as the senior officials from public administration bodies. This has been concluded from the discussion secretariat has had with the GB members as well as from the findings of the CNA process.

Below is given the chart which shows that 30 % of respondents in the CNA have stated that they see middle management officials (at least five years on the job) as a main target for ReSPA trainings, 35 % have opted that target are senior officials with five years on the job and 20 % of respondents are of the opinion that senior officials with 10-20 years experience on the job are the target at ReSPA trainings. Only 12 % of the respondents think that top managers shall be targeted which is way below the percentages accumulated for other above mentioned categories of the target audience (*Please see below the Chart 4.*)

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<sup>2</sup> For example the following institutions have been contacted: ENA France, Skills for Justice UK, ROI Netherlands, HAUS Finish Institute, NISPAcee, College of Europe and other partners who have these kind of accredited training (previous working experience, existing accredited programmes of ReSPA interest and similar).

Chart 2: “Whom would you consider as main target group for ReSPA trainings” – CNA results



### III. THE TRAINING OF TRAINERS (ToT)

In 2013, ReSPA will be focused also in ToT's to participants who may be trained and become potential trainers on relevant subjects. This will be an added value to the interventions of ReSPA and will be part of ReSPA's intention in the aspect of creating sustainable environment for future. The ToT's are good capacity building activity as it aims at developing and strengthening the skills of the participants in order they are trained to become trainer and used at their home institutions. This

With this POW, ReSPA proposes that two ToT's are organized and managed for two different target groups. ReSPA will also consider the option that, if needed, advanced curriculums for ToTs and for some participants are being developed. This will be known following the evaluation of each ToT's and if the participants would like to have more advanced programme for the same subject in order their skills are further developed, then ReSPA will work on achieving this. As a result, there might be 4 ToT's activities on two topics, each topic having one basic ToT and one advanced level.

The above mentioned follows also the findings from the CNA and Advisory Board meeting where it was concluded that forms of ReSPA programs/interventions, a apart from trainings, networking, and mobility schemes shall be also ToTs (Page 40 CNA report and Report from Advisory Board meeting).

## IV. THE NETWORKING PROGRAMME

ReSPA is creating and maintaining Networks of practitioners in the region by organizing regular network meetings for senior level civil servants working in the same policy area with the aim to exchange experience amongst them but also with their counterparts from the last EU entrants. Having in mind the level of advancement in Public Administration Reform or EU integration process of the ReSPA Member States, benefits of providing them with forum-umbrella for practice and experience and value sharing are very obvious. On average such Network events are organized twice per year as a two day event and are focused on practical – problem solving issues. Participation of the last EU entrants and other EU experts proved to be an asset.

The development of ReSPA networks has created a growth of expert groups of people who are eager and qualified to:

- ✓ Provide the platform for exchange of expertise;
- ✓ design, implement, monitor and evaluate;
- ✓ Promote the innovations and transfer of knowledge;
- ✓ Lobby in their home institutions that some of the innovative solutions/EU and regional best practices are being observed, understood and in some situation even accepted and implemented

All these processes are related to some of the five existing ReSPA networks. They are as follows:

- ✓ Community of Practitioners on HRM issues
- ✓ EU integration network
- ✓ eGovernment network
- ✓ Ethics and Integrity Network
- ✓ Secretary Generals network

By the provision of the abovementioned ReSPA networks, ReSPA is actually responding to the growing demand of the Western Balkan region to support meeting and exchanging of the ideas of the related professionals as it has been stipulated in the CNA 2013 analysis. In addition the CNA 2013 analysis has revealed that the networking events should be focused on the EU related topics as well HRM/HRD, Government Policy making and other. The data are presented in the Chart below:

**Chart 3: intervention fields interconnected with ReSPA's networking activities**

Field	N	%	Net-working
1. Human resources management and development	425	16,04%	76
2. Public financial management	288	10,87%	43
3. Government policy making	361	13,62%	54
4. Leadership development	326	12,30%	47
5. Public service delivery incl. e- government and business environment	317	11,96%	70
6. European Integration	527	19,89%	82
7. Training and Education	406	15,32%	70
<b>TOTAL</b>	2650		442
<b>%</b>			16,68%

The main leading principle and the conclusion is that ReSPA will maintain the existing networks and will respond to the new demands and the possibilities by:

- ✓ Establishing new networks of the Western Balkan Diplomatic Academies, Network on Legislative Drafting Departments, Network on Public Procurement and potentially Network for Monitoring and Evaluation of the PA and related sectors.

The lessons learned have proved that any of ReSPA networks can be treated solely, since they are pretty much interconnected and spontaneously the cooperation and synergetic components are being detected. The close connections have been also revealed between networking activities and other ReSPA core activities providing important inspirational inputs for further steps. Similarity with the EU PAN Network has been also noticed and the structure of it may be treated as one of the references for the next development phases.

In 2013, ReSPA plans to organize 10 networking events for each of the five themes that are mentioned above. Each theme will be accompanied with two respective events during the same year. Interconnection of the networks with launching events of the comparative studies and the organization of conferences will be also taken into consideration.

## V. ANNUAL RESEARCH AND PUBLICATION PROGRAMME

ReSPA is intending to synthesize its work through different means including making the inter-correlation between annual 'research and publication' program which will be perceived by: development of Regional Comparative studies, publication and studies related to use and development to different methodologies in the PAR and EUI thematic areas and other.

## i) Regional Comparative Studies

In 2013 ReSPA will conduct regional comparative studies devoted to related topics in the area of Public Administration Reform and European integration depicting the important topics that may suit as an added value the current similar EC activities (EC progress reports, OECD SIGMA, etc) and other. It has been concluded that the regional comparative studies will address the most important trends as well state of the art in respective areas<sup>3</sup>. They aim to contribute to the identification of the differences as well common issues between the countries in the Western Balkan region. The respective activity may by its findings contribute to the ideas and possibilities for strengthening of the regional cooperation and integration.

The modality of the regional comparative study implementation will be unique and developed per each specific thematic area however some overall principles will be followed:

- ✓ First analysis and understanding of the selected area context in the Western Balkans
- ✓ Defining problems
- ✓ Formulating and assessing hypotheses i.e. identification of “niche” areas in the selected subject that could be supplemented by the regional comparative study
- ✓ Selection and/or development of analytical tools and approaches aiming to analyze selected topic in the countries of the WB and identifying regional context
- ✓ Baseline analysis - gathering and analyzing information (*collection of available secondary data from different sources*)
- ✓ Comparative method usage for similarities and differences in the region assessment
- ✓ Identification of “project spots” i.e. areas that may suit as possibilities for regional projects
- ✓ Identification of thematic areas/topics for related capacity building activities that may act as input for other ReSPA core activities (*networking, trainings, ToT, Resource centre, etc*)
- ✓ Evaluating inputs and results and interpreting data
- ✓ Summarizing and presenting information
- ✓ Drafting the consolidated report (*based on the inputs from all engaged countries*)
- ✓ Text proofreading and Editing
- ✓ Launching of the study – promotion of the final results of the regional comparative study

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<sup>3</sup> The provisional structure of the final comparative study report may be seen in Annex 4.1.

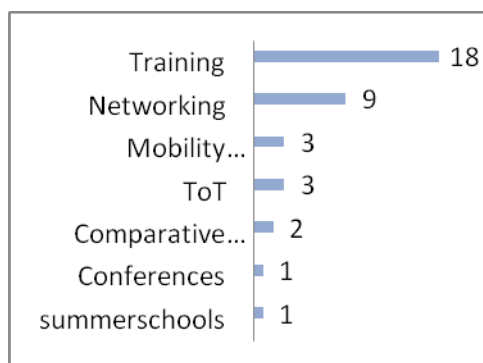
In the course of 2012 ReSPA realized one comparative regional study of this kind in field of e-governance. Additional three regional comparative studies are planned to be realized in 2013. Each of the study will be finalized with the launching event planned to be conducted at the premises of ReSPA or outside ReSPA (in the region, etc).

## VI. THE MOBILITY SCHEMES PROGRAMME

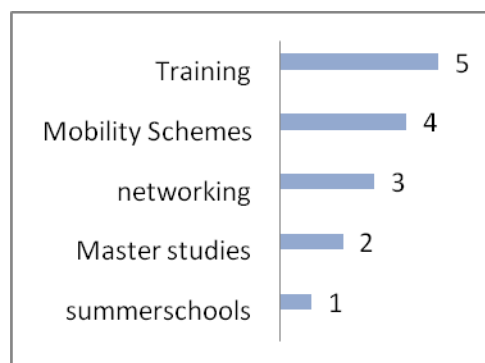
The Mobility Schemes Programme (MSP) will aim at contributing to a creation of accountable, effective and professional public administration in the region by offering tailor-made mobility schemes for interested civil servants who seek to learn from other country's experiences and good practices. This will provide good opportunities for the selected civil servants to learn and develop their skills by visiting similar public institutions of another country of the region. The opportunities will enable the participants to exchange experiences, to learn by doing in a different context than the ones from their own national level, being coached and advised from an institution that has passed through a similar path and good and best practices could be shared on a location. It is perceived as a short term programme which will give great opportunity to participants to further network and receive direct insight how the respective Institution and specific organizational parts function.

The entire programme will be developed by ReSPA following the lessons learned from the pilot programme which was implemented in 2012, taking into consideration the instructions and the comments received from the GB members; in particular that MSP in 2013 shall be more specific and target the institutions which will be nominated from the GB members. In addition, the MSP as an activity was also strongly suggested from the respondents from the CNA process that ReSPA shall focus on in 2013. In particular the findings from focus groups in Montenegro and Albania highlighted that the MSP is positioned high in the ranks for the preferred intervention programmes for 2013 that ReSPA shall focus on (Please see below charts):

**Chart 4: Preferred Intervention Program, MNE**



**Chart 5: Preferred Intervention Program, ALB**



In 2013, in the line with EC Grants budget, ReSPA is aiming at organizing up to three rounds of MSP which will last up to 10 working days instead of five working days. Each round, 10-15 candidates will be accepted and funded for their MSP in another ReSPA MS.

## VII. THE SUMMER SCHOOLS

Continuing the successful summer courses in the past years a number of participants will be offered to take part in a three-week training programme in the College of Europe in Bruges or a two-week programme in European Centre for Judges and Lawyers in Luxembourg during the summer 2013. In addition in 2013 ReSPA will repeat the successful organization of two weeks summer school at its premises which has been developed, designed and implemented solely by ReSPA staff with involvement of individual experts.

The programme in Bruges will offer a comprehensive analysis of the EU, its institutional and decision framework, and of politics. Week 1 focuses on the key aspects of the European integration and the EU decision-taking process. Week 2 and 3 offer policy-oriented sessions, taking an analytical approach to the major EU policies, as well as a series of practical sessions, involving simulations and workshop aimed at enhancing the participants' professional skills.

As for the Summer School in Luxemburg, the emphasis is on the EU legal framework, its law-making process and the implementation of this framework at the EU and national levels. The first week will focus on the organisation and the process of EU rule-making, while the second week will pay attention to special policy areas and the implementation of EU law at the national level. The programme is oriented towards practitioners and is thus highly interactive with case studies, simulations and study visits to various national and EU institutions located in Luxembourg.

## VIII. RESPA CONFERENCES

Up to now, ReSPA has organized 6 Annual Conferences managed by previous ReSPA secretariats', with the last held in April 2012 - being organized and managed completely by ReSPA staff. The ReSPA Annual Conferences are high level events which attract high level participations from ReSPA MS as well as from EU and abroad. The topic and the themes of the conference are usually agreed among ReSPA Secretariat and the GB SL. This will be the case also for the Annual conference expected to be implemented in 2013. Once the abovementioned is agreed, ReSPA secretariat will proceed with the development of the conference programme, agenda, including identification of speakers from the region, EU and wider.

The overall approach of the ReSPA's Annual Conference is to describe a systematic approach towards the Western Balkan regional needs in terms of focusing on the most required PAR and EU related topics and specific target audiences. It is based on the general Conference objectives, each year particularly adjusted to specific topic and those objectives are as follows:

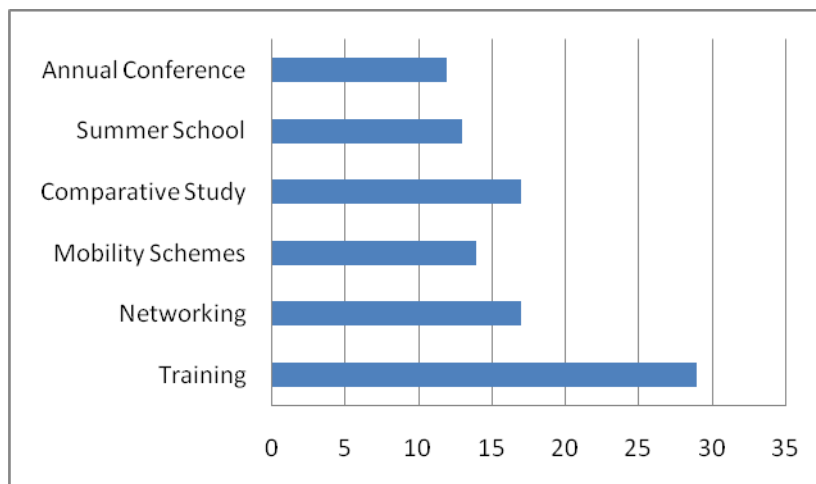
- ✓ Stimulate and Generate interaction among PA in the Western Balkans;
- ✓ Need Driven approach;
- ✓ Inform on novelties, innovations in the field of PAR/EU related topics;
- ✓ Provide also the educational aspect within the ReSPA Annual Conference: enable participants to learn about best practices, latest developments in the field of PAR/EU related topics; to continually upgrade skills and knowledge;
- ✓ Present WB regional analyses and research;
- ✓ Provide a platform for exchange of ideas and for generating new ones (new concepts, research developments, tools and methodologies)
- ✓ Foster progress in the Western Balkans in the field of PAR/EU related topics
- ✓ Enable ReSPA Conference participants to network
- ✓ Enhance the visibility of WB countries achievements in related fields

Therefore ReSPA conference planning and organization is composed of several aspects that establish fundamental approach in reaching one of the main ReSPA Conference goals: To act as regional hub for promoting innovative solutions and tools in the PAR and the EU accession process. As a prerequisite the preliminary analysis is being conducted relying on the inputs from the Capacity Needs Assessment in the present year, EU progress report, Information gained from Advisory Board meetings, ideas and suggestion received from the participants from various ReSPA core activities (networking events, trainings, etc) and inputs and ideas from the GB members. The consultations with the GB members is considered as an important aspect of the systematic preparatory approach for the Conference since it will give an ownership to all GB members and their representatives to be involved in the process of making of the Annual Conference from its beginning. During the GB meeting scheduled for December 2012, secretariat will put forward in the agenda a session to discuss and agree on the topic and themes of the next year's Annual Conference.

As highlighted during CNA 2013, the Conferences have been detected as one of the most preferable ReSPA core activities, as indicated in the Chart below.



**Chart 6: Preferred Intervention Forms (ReSPA Program Activities)**



In addition to the ReSPA Annual Conference, ReSPA is planning to organize the 1st Regional CAF Conference which is expected to take place on January 2012. This will be done in cooperation with the experts from the CAF Resource Center of EIPA in Maastricht.

The third conference in 2013 will be the one related to the Community of Practitioners (CoP) on HRM which will be developed in line and parallel with the work done by the network of the CoP which has been successfully re-initiated by ReSPA itself.

The potential to organize mini-Conference type event launching the eGovernment regional Comparative study exists. It is planned to be organized jointly with the eGovernment network member and will be hosted in Macedonia, ReSPA member country.

## IX. POOL OF REGIONAL EXPERTS/TRAINERS

RESPA is planning the establishment of a pool of regional experts/trainers according to the selection criteria. The methodology that will be used for the pool of experts will be the development of a database of experts. The Experts DB implies development and implementation of application web solution for gathering, storing, searching and downloading of data about all experts related to ReSPA activities.

Experts DB solution will enable experts to independently publish and manage their data while all the other interested parties will be provided with the possibility of searching and downloading of that data. It will be entirely integrated within the existing application of the newly established ReSPA website and will appear in the new website in a visible place that will allow for experts to upload their data immediately. The process is developed in such a way that the database will be an easy process for experts to upload their data. These data

will then be processed and based on the needed skills, knowledge, ability and capacity requirements, the experts will be selected.

## X. RESPA RESOURCE CENTRE

The Resource Center is an important and integral part of the overall mission and vision of ReSPA and is clearly defined in the objectives and the development plan of the organization. Some of the major resources that will be enhanced and further developed and enriched as well as implemented are the Web Site of ReSPA, the Corporate Identity, ReSPA own Publications and research, partner organizations publications etc. The resource centre is established by identifying best practices in the field of capacity building, different methodological approaches and most suitable training materials. ReSPA will provide an opportunity for participants and others by offering the potential of making its resources and materials by different means and ways utilizing both the print resources as well as the electronic/online ones.

As part of the enhancement of the Resource Center, after the initial planned establishment of the physical library with the shelving structures ReSPA envisages to develop and apply certain steps to develop the Resource Center and aiming of turning that into the regional center of knowledge, information and learning. Some of the steps include:

A very important aspect of the physical Resource Center will be the development and publication of ReSPA's own publications:

- ✓ ReSPA Conference Proceedings,
- ✓ Comparative Studies and the findings,
- ✓ Research and Studies developed and published by ReSPA;
- ✓ Booklet of Activities (as a panorama publication that will showcase all the activities and events of ReSPA on annual basis);
- ✓ Methodology of the Capacity Needs Assessment,
- ✓ ReSPA's Reports (Annual, Interim etc) and
- ✓ ad-hoc publications (developed and published based on the needs, necessities and evolving of the programming processes at ReSPA).

Structure the resource center of ReSPA in an order that will provide efficient and effective quality services, resources and facilities supportive of the institutional mission and objectives. Develop policies, operational manual procedures, rules and regulations for the Resource Center of ReSPA.

The Website will be a great Resource for ReSPA. Having built a new website with many applications and a full functionality, the website will provide the most accurate information with regard to ReSPA core activities with a great emphasis to the development of E-Resources with the establishment of the Electronic Library as a platform for information and knowledge sharing. ReSPA web link is ([www.respaweb.eu](http://www.respaweb.eu)).

The electronic library will be featuring as a main function in the website and will be open to the general users for most of its sections. The E-Library will contain all the ReSPA owned Publications and online based publications which may be obtained as gifts to ReSPA by institutions and organizations that are part of ReSPA on-going activities as expert/trainers as well as participants. On the other hand a great importance will be given to building informative database and providing information to the users about the various publications mainly related to Public Administration Reform and Civil Service Development. This will be enabled especially through the Subscription with EBSCO publishing-one of the largest database providers).

ReSPA will explore and establish linkages with others who can extend any form of assistance for the development and betterment of ReSPA Resource Center. It will encompass the use of all partner institutions, member states and experts to provide linkages to similar institutions with a similar approach.

## XI. RESPA VISIBILITY

Public Relations and communications is an essential commitment to promote the work of ReSPA, raise awareness on the development opportunities and resources, and enhance the image and visibility of the organization. The PR and Communication approach will be based also in the implementation of two major components of change, Campaigning and Social Marketing. First one is aimed at achieving particular like changing the attitude or behavior within the target group as a whole. The main target of social marketing to the contrary is to produce behavior change at an individual level. This approach will help in projecting ReSPA as public service oriented organization.

A new Corporate Identity has been developed with a full standard of brand guidelines and corporate elements. The work that will follow will be the full implementation of these standards and elements. These efforts will be developed in line with the Communication Strategy providing instruction and guidelines for both external relations of ReSPA but also shedding light towards improving and enhancing the internal relations of the organization and its structures. In addition to full implementation of the new Corporate Identity, there will be a programme of systematic engagement of in country communications advisors.

As a cross-cutting role, through the position of Public Relations ReSPA will try to promote itself as the regional hub for capacity building and networking in the field of public governance, emphasizing excellence, innovative practice, ownership and changes in Public Administration, its activities and facilities, increase its' visibility and improve the image in the region and beyond. This will also be achieved through a set of planned activities such as the outdoor campaigns, print and publication of informative materials, development of promotional items etc.

At the same time ReSPA will continue to provide 4 newsletters per year. ReSPA will also try to increase the role and position that the GB members and LOs can play in increasing the

visibility and image of ReSPA among their institutions of Public administration in their respective countries by offering and proposing strategic guidance in this regard. ReSPA will also enhance the media relations through the publication of media related materials such as press releases, information kits, etc in order to provide systematic information to the media as well as holding meetings with media representatives.

This year ReSPA is coming with a new publication that is the News Bulletin. This publication will be distributed on monthly basis and will contain short briefs about the participation of ReSPA in international events highlighting the contribution and input of ReSPA in such activities as well as other important events.

The visibility is also believed to be increased through the use of the website and its linkages with the social networking sites such as Facebook, LinkedIn and Twitter; the expert database as well as other audio-video tools which will be developed in the future.

ReSPA corporate video will also serve to the increased visibility of ReSPA, and inform the public at large about the processes and activities.

A comprehensive approach towards organizing social activities will also help in improving the image of ReSPA from the participants corner view and at the same time will help in establishing an atmosphere of amusement, positive energy friendship and collaboration beyond the classroom environment.

## XII. NEW COMPONENT OF RESPA ON QUALITY OF PUBLIC SERVICES

In 2013, ReSPA will be active in the implementation of its new project on the Quality of Public Services (QPS) which is expected to be implemented through a Technical Assistance (TA) to ReSPA for this issue. The project including its objectives, results, outcomes and the activities (LogFrame) was agreed and concluded through a series of working groups which took place in 2011, supervised and guided by EC and ReSPA. The Technical assistance will thus support ReSPA in the elaboration and implementation of a tailor-made training programme, which should complement national actions in the related field, as well as promote an enhanced collaboration between the beneficiary countries to improve the quality of public service and public administration accountability. In addition, specific tools to measure citizens' satisfaction on public services will be designed. The results of the action are to be the following:

- ✓ Strengthening the role of ReSPA and its capacity to design and implement appropriate training programmes, particularly in the area related to quality of public services;
- ✓ Improved and customer-friendly standards for public services and best

- practices defined based on the experience from the region and the EU;
- ✓ Best practices on performance appraisal of administration identified (based on the experience from the region and the EU) and capacities and knowledge increased on how to apply improved solutions;
  - ✓ Quality tools and evaluation methodologies for innovative public services identified and proposed.

The tender notification for selection of party to implement the project has been announced in October while the actual implementation is expected to be executed by second part of the 2013.

### XIII. INTERNATIONAL COOPERATION

As international and regional institution ReSPA is maintaining the communication with all the stakeholders in the WB region, in the EU and wider. The aspect of international relations has been based on the following two issues:

- ✓ Cooperation and
- ✓ Future perspectives

ReSPA is intending to maintain the good and constructive relations with all the stakeholders actual or potential. The international relations are foreseen through the various forms and dimensions such as:

- ✓ Expression of good intentions - Memorandum of Understanding
- ✓ Collaboration through the related ReSPA core activities – joint topics/joint activities
- ✓ Synergies with other project initiatives and activities evolving from them

The communication of ReSPA in the international arena is based upon its own and member countries' strategies and priorities, aiming to attract participation of all the related actors in the Western Balkans. This type of cooperation and communication is intended to additionally support mission and vision of ReSPA i.e. to support the most important processes in the field of PAR and EUI integration of the Western Balkans by exchange of knowledge, best practices and by initiating and implementing joint activities. Since it is attempting to be perceived as support to the instrument for the pre-accession of the WB region to the EU, ReSPA is also through related modalities of the international cooperation trying to promote the understanding and cooperation between Western Balkan societies, generation and promotion of regional expertise and identification of common problems and deficiencies and obtaining common solutions for the region.

Exchange of ideas and regional dialogue maintenance, capacity building, research and development in respective areas (PAR, EUI and other specified areas) has been already begun with the following organizations:

- ✓ RCC
- ✓ CEF
- ✓ GIZ<sup>4</sup> AND NALAS
- ✓ WORLD BANK PROJECT ON MONITORING
- ✓ RCC ON PARLIAMENTARY COOPERATION
- ✓ RCC on SEE 2020 GOVERNANCE FOR GROWTH
- ✓ Other

By this pattern ReSPA is contributing to the sustainability dimension justifying its role of regional hub, promoting PAR aligned with the EU integration process.

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<sup>4</sup> A GIZ ORF project proposal is focusing on local public administration as the main target audiences. The project aims at providing ReSPA with the capacity basis to deal with issues cutting across central and local administration and, in the longer perspective, for acting as a competence centre open also to local administrations.

## XIV. ANNEXES

### ANNEXES 1 – TIMETABLE OF ACTIVITIES



## ANNEXES 2 – TRAINING PROGRAMME BUDGET

EC Budget	Description	Unit	# of units	Iterations	Unit rate	Total
<b>2.2.18</b>	<b>Training 1</b>					
<b>1111</b>	Accommodation at ReSPA site (including breakfast)	Participant/day	21	3	€ 40,00	€ 2.520,00
<b>1112</b>	Subsistence at ReSPA site (lunch + dinner)	Participant/day	21	3	€ 45,00	€ 2.835,00
<b>1113</b>	Refreshments/coffee breaks at ReSPA site	Participant/day	21	3	€ 5,00	€ 315,00
<b>1114</b>	Conference event documents (folders) and sundry	Participant/day	21	1	€ 5,00	€ 105,00
<b>1115</b>	Daily allowance for participants of training events hosted by ReSPA	Participant/day	21	3	€ 25,00	€ 1.575,00
	Experts & Trainers/Lecturers					
<b>1211</b>	International experts (incl. preparation)	Daily fee	3	6	€ 600,00	€ 10.800,00
<b>1211</b>	Regional experts (incl. preparation)	Daily fee			€ 350,00	€ -
<b>1212</b>	Accommodation (including breakfast) at ReSPA	Expert/day	3	3	€ 40,00	€ 360,00
<b>1213</b>	Subsistence (lunch + dinner) at ReSPA	Expert/day	3	3	€ 45,00	€ 405,00
<b>1214</b>	Refreshments/coffee breaks at ReSPA site for trainers/experts	Expert/day	3	3	€ 5,00	€ 45,00
	<b>Subtotal Training 1:</b>					<b>€ 18.960,00</b>
	<b>2. Travel</b>					
	International travel					
<b>2111</b>	Round trips for Conference taking place in MNE and abroad	Per flight	12	1	€ 350,00	€ 4.200,00
<b>2112</b>	Car travel for participants at Conference in MNE	Per drive	2	2	€ 250,00	€ 1.000,00
<b>2121</b>	International travel for trainers/lecturers and other Experts	Per flight	3	1	€ 500,00	€ 1.500,00
	Local travel					
<b>221</b>	Excursion - Bus Travel	Per trip			€ 400,00	€ -
<b>222</b>	Local transportation by car/taxi	Per journey	2	2	€ 30,00	€ 120,00
	<b>Subtotal Travel:</b>					<b>€ 6.820,00</b>
	<b>3. Translation, interpreters</b>					
<b>431</b>	Translation of publications	Per line	0	0	€ -	€ -
<b>432</b>	Interpretation at Conference	Daily fee	4	3	€ 250,00	€ 3.000,00
	<b>Subtotal translation, interpreters:</b>					<b>€ 3.000,00</b>
	<b>TOTAL:</b>					<b>€ 28.780,00</b>



## ANNEXES 3 – TRAIN OF TRAINERS BUDGET

EC Budget	Description	Unit	# of units	Iterations	Unit rate	Total
<b>2.2.23</b>	<b>TOT</b>					
<b>1111</b>	Accommodation at ReSPA site (including breakfast)	Participant/day	21	5	€ 40,00	€ 4.200,00
<b>1112</b>	Subsistence at ReSPA site (lunch + dinner)	Participant/day	21	5	€ 45,00	€ 4.725,00
<b>1113</b>	Refreshments/coffee breaks at ReSPA site	Participant/day	21	5	€ 5,00	€ 525,00
<b>1114</b>	Conference event documents (folders) and sundry	Participant/day	21	1	€ 5,00	€ 105,00
<b>1115</b>	Daily allowance for participants of training events hosted by ReSPA	Participant/day	21	5	€ 25,00	€ 2.625,00
	Experts & Trainers/Lecturers					
<b>1211</b>	International experts (incl. preparation)	Daily fee	3	8	€ 600,00	€ 14.400,00
<b>1211</b>	Regional experts (incl. preparation)	Daily fee			€ 350,00	€ -
<b>1212</b>	Accommodation (including breakfast) at ReSPA	Expert/day	3	5	€ 40,00	€ 600,00
<b>1213</b>	Subsistence (lunch + dinner) at ReSPA	Expert/day	3	5	€ 45,00	€ 675,00
<b>1214</b>	Refreshments/coffee breaks at ReSPA site for trainers/experts	Expert/day	3	5	€ 5,00	€ 75,00
	<b>Subtotal TOT</b>					<b>€ 27.930,00</b>
	<b>2. Travel</b>					
	International travel					
<b>2111</b>	Round trips for Conference taking place in MNE and abroad	Per flight	12	1	€ 350,00	€ 4.200,00
<b>2112</b>	Car travel for participants at Conference in MNE	Per drive	2	2	€ 250,00	€ 1.000,00
<b>2121</b>	International travel for trainers/lecturers and other Experts	Per flight	3	1	€ 500,00	€ 1.500,00
	Local travel					
<b>221</b>	Excursion - Bus Travel	Per trip			€ 400,00	€ -
<b>222</b>	Local transportation by car/taxi	Per journey	2	2	€ 30,00	€ 120,00
	<b>Subtotal Travel:</b>					<b>€ 6.820,00</b>
	<b>3. Translation, interpreters</b>					
<b>431</b>	Translation of publications	Per line	0	0	€ -	€ -
<b>432</b>	Interpretation at Conference	Daily fee	4	5	€ 250,00	€ 5.000,00
	<b>Subtotal translation, interpreters:</b>					<b>€ 5.000,00</b>
	<b>TOTAL:</b>					<b>€ 39.750,00</b>

## ANNEXES 4 – NETWORKING EVENT AT RESPA PREMISES BUDGET

EC Budget	Description	Unit	# of units	Iterations	Unit rate	Total
<b>3.2.12</b>	<b>1. Networking Event</b>					
<b>1111</b>	Accommodation at ReSPA site (including breakfast)	Participant/day	15	2	€ 40,00	€ 1.200,00
<b>1112</b>	Subsistence at ReSPA site (lunch + dinner)	Participant/day	15	2	€ 45,00	€ 1.350,00
<b>1113</b>	Refreshments/coffee breaks at ReSPA site	Participant/day	15	2	€ 5,00	€ 150,00
<b>1114</b>	Training event documents (folders) and sundry	Participant/day	15	1	€ 5,00	€ 75,00
<b>1115</b>	Daily allowance for participants of training events hosted by ReSPA	Participant/day	15	2	€ 25,00	€ 750,00
	Experts & Trainers/Lecturers					
<b>1211</b>	International experts (incl. preparation)	Daily fee	2	4	€ 600,00	€ 4.800,00
<b>1211</b>	Regional experts (incl. preparation)	Daily fee			€ 350,00	€ -
<b>1212</b>	Accommodation (including breakfast) at ReSPA	Expert/day	2	2	€ 40,00	€ 160,00
<b>1213</b>	Subsistence (lunch + dinner) at ReSPA	Expert/day	2	2	€ 45,00	€ 180,00
<b>1214</b>	Refreshments/coffee breaks at ReSPA site for trainers/experts	Expert/day	2	2	€ 5,00	€ 20,00
	<b>Subtotal Networking Event:</b>					<b>€ 8.685,00</b>
	<b>2. Travel</b>					
	International travel					
<b>2111</b>	Round trips for Participants	Per flight	10	1	€ 350,00	€ 3.500,00
<b>2112</b>	Car travel for participants	Per drive	2	1	€ 250,00	€ 500,00
<b>2121</b>	International travel for trainers/lecturers and other Experts	Per flight	2	1	€ 500,00	€ 1.000,00
	Local travel					
<b>221</b>	Excursion - Bus Travel	Per trip			€ 400,00	€ -
<b>222</b>	Local transportation by car/taxi	Per journey	2	2	€ 30,00	€ 120,00
	<b>Subtotal Travel:</b>					<b>€ 5.120,00</b>
	<b>3. Translation, interpreters</b>					
<b>431</b>	Translation of publications	Per line	0	0	€ -	€ -
<b>432</b>	Interpretation at Conference	Daily fee	2	2	€ 250,00	€ 1.000,00
	<b>Subtotal translation, interpreters:</b>					<b>€ 1.000,00</b>
	<b>TOTAL:</b>					<b>€ 14.805,00</b>

## ANNEXES 4.1. – NETWORKING EVENT ABROAD BUDGET

EC Budget	Description	Unit	# of units	Iterations	Unit rate	Total
<b>3.2.10</b>	<b>1. Networking Event ABROAD</b>					
	Conference event hosted ABROAD					
<b>1127</b>	Per diem for participants of the events held outside ReSPA/Montenegro (including exchanges of civil servants/study visits, etc.)	Per diem	14	2	€ 220,00	€ 6.160,00
	Experts & Trainers/Lecturers					
<b>1211</b>	International experts (incl. preparation)	Daily fee	2	4	€ 600,00	€ 4.800,00
<b>1211</b>	Regional experts (incl. preparation)	Daily fee			€ 350,00	€ -
<b>1218</b>	Per diem for trainers/experts/interpreters participating in the events held abroad	Per diem	4	2	€ 220,00	€ 1.760,00
	<b>Subtotal Networking event ABROAD:</b>					<b>€ 12.720,00</b>
	<b>2. Travel</b>					
	International travel					
<b>2111</b>	Round trips for Participants	Per flight	14	1	€ 450,00	€ 6.300,00
<b>2112</b>	Car travel for participants	Per drive			€ 250,00	€ -
<b>2121</b>	International travel for trainers/lecturers and other Experts	Per flight	4	1	€ 500,00	€ 2.000,00
	<b>Subtotal Travel:</b>					<b>€ 8.300,00</b>
	<b>3. Translation, interpreters</b>					
<b>431</b>	Translation of publications	Per line	0	0	€ -	€ -
<b>432</b>	Interpretation at Conference	Daily fee	2	2	€ 250,00	€ 1.000,00
	<b>Subtotal translation, interpreters:</b>					<b>€ 1.000,00</b>
	<b>TOTAL:</b>					<b>€ 22.020,00</b>

## ANNEXES 5- COMPERATIVE STUDY BUDGET

EC Budget	Description	Unit	# of units	Iterations	Unit rate	Total
<b>116</b>	<b>Comparative Study</b>					
	Experts & Trainers/Lecturers					
<b>1211</b>	International experts (incl. preparation)	Daily fee	1	10	€ 600,00	€ 6.000,00
<b>1211</b>	Regional experts (incl. preparation)	Daily fee	7	10	€ 350,00	€ 24.500,00
<b>1212</b>	Accommodation (including breakfast) at ReSPA	Expert/day	1	2	€ 40,00	€ 80,00
<b>1213</b>	Subsistence (lunch + dinner) at ReSPA	Expert/day	1	2	€ 45,00	€ 90,00
<b>1214</b>	Refreshments/coffee breaks at ReSPA site for trainers/experts	Expert/day	1	2	€ 5,00	€ 10,00
	<b>Subtotal Comparative Study:</b>					<b>€ 30.680,00</b>
	<b>2. Travel</b>					
	International travel					
<b>2121</b>	International travel for trainers/lecturers and other Experts	Per flight	1	1	€ 500,00	€ 500,00
	Local travel					
<b>221</b>	Excursion - Bus Travel	Per trip			€ 400,00	€ -
<b>222</b>	Local transportation by car/taxi	Per journey			€ 30,00	€ -
	<b>Subtotal Travel:</b>					<b>€ 500,00</b>
	<b>TOTAL:</b>					<b>€ 31.180,00</b>

## ANNEX 5.1. – PROVISIONAL COMPARATIVE STUDY STRUCTURE

### Introduction:

- Rationale for study
- Background of selected topic in the Western Balkans (*including previous studies, prior state-of-play, etc.*)
- Global and European context of selected topic

### Overall Goal, specific objectives and implementation of the comparative study

- Study goal and target audience
- Study objectives
- Study methodology and outcomes
- Structure of study

### Comparative analysis overview

- Status and strategic development selected topic in the Western Balkans
- Current status of selected topic in the Western Balkans
- Recommendations for the strategic development of selected topic in the Western Balkans (*both for ReSPA and Western Balkan Countries*)

### Country proposals and requirements in selected topic

- Recommendations for ReSPA and Western Balkan Countries

### Selected topic project opportunities for the Western Balkans

- Country proposals and requirements
- Recommendations for ReSPA and Western Balkan Countries (*both future work of ReSPA and in relational to available European and international funding and support programmes*)

### Conclusion and overview of recommendations

Annex 1: Results of comparative analysis

Annex 2: Country profiles/inputs

## ANNEXES 6 – MOBILITY SCHEME PROGRAMME BUDGET

EC Budget	Description	Unit	# of units	Iterations	Unit rate	Total
<b>242</b>	<b>MOBILITY SCHEME Program</b>					
1111	Accommodation at ReSPA site (including breakfast)	Participant/day			€ 40,00	€ -
1112	Subsistence at ReSPA site (lunch + dinner)	Participant/day			€ 45,00	€ -
1113	Refreshments/coffee breaks at ReSPA site	Participant/day			€ 5,00	€ -
1114	Training/event documents (folders) and sundry	Participant/day			€ 5,00	€ -
1115	Daily allowance for participants of training events hosted by ReSPA	Participant/day			€ 25,00	€ -
1127	Per diem for participants of the events held outside ReSPA/Montenegro (including exchanges of civil servants/study visits, etc.)	Per diem	10	10	€ 220,00	€ 22.000,00
	<b>Experts &amp; Trainers/Lecturers</b>					
1211	International experts (incl. preparation)	Daily fee			€ 600,00	€ -
1211	Regional experts (incl. preparation)	Daily fee			€ 350,00	€ -
1218	Per diem for trainers/experts/interpreters participating in the events held abroad	Per diem			€ 220,00	€ -
	<b>Subtotal MOBILITY SCHEME Program:</b>					<b>€ 22.000,00</b>
	<b>2. Travel</b>					
	International travel					
2111	Round trips for Participants	Per flight	10	1	€ 350,00	€ 3.500,00
2112	Car travel for participants	Per drive			€ 250,00	€ -
2121	International travel for trainers/lecturers and other Experts	Per flight			€ 500,00	€ -
	<b>Subtotal Travel:</b>					<b>3500</b>
	<b>3. Translation, interpreters</b>					
431	Translation of publications	Per line	0	0	€ -	€ -
432	Interpretation at Conference	Daily fee			€ 250,00	€ -
	<b>Subtotal translation, interpreters:</b>					<b>€ -</b>
	<b>TOTAL:</b>					<b>€ 25.500,00</b>



## ANNEXES 7. – SUMMER SCHOOL ABROAD BUDGET

EC Budget	Description	Unit	# of units	Iterations	Unit rate	Total
2.2.26	<b>Summer School ABROAD</b>					
1127	Per diem for participants of the events held outside ReSPA/Montenegro (including exchanges of civil servants/study visits, etc.)	Per diem	14	14	€ 220,00	€ 43.120,00
1125	Registration costs for external events	Per participant	14	1	€ 1.600,00	€ 22.400,00
1126	Visa costs for participants	Per visa	2	1	€ 80,00	€ 160,00
<b>Subtotal Summer School ABROAD:</b>						<b>€ 65.680,00</b>
<b>2. Travel</b>						
International travel						
2111	Round trips for Participants	Per flight	14	1	€ 400,00	€ 5.600,00
2112	Car travel for participants	Per drive			€ 250,00	€ -
2121	International travel for trainers/lecturers and other Experts	Per flight	0	0	€ 500,00	€ -
<b>Subtotal Travel:</b>						<b>€ 5.600,00</b>
<b>3. Translation, interpreters</b>						
431	Translation of publications	Per line	0	0	€ -	€ -
432	Interpretation at Conference	Daily fee	0	0	€ 250,00	€ -
<b>Subtotal translation, interpreters:</b>						<b>€ -</b>
<b>TOTAL:</b>						<b>€ 71.280,00</b>

## ANNEXES 8 – ANNUAL CONFERENCE BUDGET

EC Budget		Unit	# of units	Iterations	Unit rate	Total
<b>232</b>	<b>Annual ReSPA Conference</b>					
	1.1.Conference event hosted by ReSPA organization					
<b>1111</b>	1.1.1 Accommodation at ReSPA site (including breakfast)	Participant/day	60	2	€ 40,00	€ 4.800,00
<b>1112</b>	1.1.2. Subsistence at ReSPA site (lunch + dinner)	Participant/day	60	2	€ 45,00	€ 5.400,00
<b>1113</b>	1.1.3. Refreshments/coffee breaks at ReSPA site	Participant/day	80	2	€ 5,00	€ 800,00
<b>1114</b>	1.1.4. Conference event documents (folders) and sundry	Participant/day	80	1	€ 25,00	€ 2.000,00
<b>1115</b>	Daily allowance for participants of the Conference	Participant/day	45	1	€ 25,00	€ 1.125,00
<b>1122</b>	1.1.5. Dinner at Cetinje (excursion+round table)	Participants	90	1	€ 50,00	€ 4.500,00
<b>1123</b>	1.1.6. Refreshments at Cetinje (excursion+round table)	Participants	90	1	€ 7,00	€ 630,00
	1.2. Experts & Trainers/Lecturers					
<b>1211</b>	1.2.1 International experts (incl. preparation)	Daily fee	8	1	€ 600,00	€ 4.800,00
<b>1211</b>	1.2.1.Regional experts (incl. preparation)	Daily fee	5	1	€ 350,00	€ 1.750,00
<b>1211</b>	1.2.1.Regional experts Conference paper	Daily fee	5	1	€ 150,00	€ 750,00
<b>1211</b>	Backup conference presentation in case of Minister cancellation	Daily fee	3	1	€ 300,00	€ 900,00
<b>1212</b>	1.2.2. Accommodation (including breakfast) at ReSPA	Expert/day	21	2	€ 40,00	€ 1.680,00
<b>1213</b>	1.2.3. Subsistence (lunch + dinner) at ReSPA	Expert/day	21	2	€ 45,00	€ 1.890,00
<b>1214</b>	1.2.4. Refreshments/coffee breaks at ReSPA site for trainers/experts	Expert/day	21	2	€ 5,00	€ 210,00
	<b>Subtotal Conference:</b>					<b>€ 31.235,00</b>
	<b>2. Travel</b>					
	2.1. International travel					
<b>2111</b>	2.1.2. Round trips for Conference taking place in MNE and abroad	Per flight	60	1	€ 350,00	€ 21.000,00
<b>2112</b>	2.1.3. Car travel for participants at Conference in MNE	Per drive	20	1	€ 250,00	€ 5.000,00
<b>2121</b>	2.1.4. International travel for trainers/lecturers and other Experts (inc. Liaison Officers)	Per flight	21	1	€ 500,00	€ 10.500,00
	2.2. Local travel					
<b>221</b>	2.2.1. Excursion - Bus Travel	Per trip	2	1	€ 400,00	€ 800,00
<b>222</b>	2.2.2. Local transportation by car/taxi	Per journey	20	2	€ 30,00	€ 1.200,00
	<b>Subtotal Travel:</b>					<b>€ 38.500,00</b>
	<b>3.Translation, interpreters</b>					
<b>431</b>	3.1. Translation of publications	Per line	0	0	€ -	€ -
<b>432</b>	3.2. Interpretation at Conference	Daily fee	6	2	€ 250,00	€ 3.000,00
	<b>Subtotal translation, interpreters:</b>					<b>€ 3.000,00</b>
	<b>Conference Visibility Production of materials and Publication</b>					
<b>411</b>	Editing and printing of brochures, leaflets on ReSPA, event programmes and miscellaneous		1	1	€ 4.400,00	€ 4.400,00
<b>453</b>	Production of and placement of visual displays (pull-up banners etc.)		1	1	€ 3.400,00	€ 3.400,00
<b>455</b>	Production of promotional goodies (pens, stickers etc.)		1	1	€ 1.700,00	€ 1.700,00
	<b>Subtotal Conference Visibility Production of materials and Publication</b>					<b>€ 9.500,00</b>
	<b>TOTAL:</b>					<b>€ 82.235,00</b>