Standard Summary Project Fiche for the Transition Facility

1. Basic Information

1.1. CRIS Number: **2007/19343.01.12** *Twinning Contract RO /2007-IB/JH/04*

1.2. Title:

"Improving the management of human resources of the Romanian Police"

1.3. Sector: Justice and Home Affairs **1.4.** Location: Romania

2. Objectives

2.1. Overall Objective: To enhance the institutional capacity of Romanian Police.

2.2. Project purpose:

To develop a coherent strategy which will contribute to the reform process of Romanian National Police, in order to increase overall efficiency and staff motivation, to improve business performance through the training and development of its employees and to adapt the Romanian Police system to new missions/challenges.

2.3. Justification

The Romania 2005 Comprehensive Monitoring Report, under *Chapter 24: Cooperation in the field of justice and home affairs* highlights that "the management of human resources needs urgent improvement so that career development and merit-based promotions practice are developed. Police at regional and local level need more flexibility in using resources and there should be a decentralisation of decision-making".

Previous Comprehensive Monitoring Report underlined that "rules on recruitment, career development and salaries remain to be implemented both centrally and in the territory. Additional continuous training is also needed for serving police officers and agents. Preparations in this area need to be accelerated".

The peer review report issued in July 2005 by EU expert, Byron Davies, stipulates, that "even if some changes have been made, the reform within Human Resources particularly career development, is not as energetic as it could be. Within the Romanian Police there are many well-qualified and trained personnel who have returned to their duties after lengthy seminars and workshops, without having the opportunity of exercising their new skills and knowledge. They are not flagged within the Human Resources system as being available for promotion and subsequent benefit to their organisation. It is impossible therefore to utilize them and reap the benefit of their training".

The expert recommends urgent improvements in this field given the fact that: manager's job description need to be modified, the current Romanian Police Strategy objectives need to be improved in order to complete the human resources decentralisation process.

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3. Description

3.1 Background and justification

Following the EU's recommendations, in the last year Romanian Police had to reduce the lack of personnel. In this respect, the police schools shortened the training period and changed the curricula for training over 1700 police agents. It's necessary to revise the police school curricula and the continuous training curricula in order to fulfil the European police standards, to adapt it to the requirements of European police training curricula and to the CETS system.

Taking into account the large number of Romanian Police personnel (about 55.000 employees), the management of the Romanian Police human resources and the training of its staff are considered as tasks with decisive impact on the Romanian Police efficiency.

Is essential to develop an effective human resources management system, including a management policy, able to support the achievement of the Romanian Police objectives, and which explicitly recognises that people are the organisation's most valuable resource.

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Given the observations formulated by the EU experts and based on internal analyses, the Romanian Police intends to address the highlighted problems by developing an effective human resources management system and by focusing on restructuring the existing Police basic education and training system. Based on the objectives stipulated in the Strategy for Modernisation of Romanian Police 2004-2007 regarding the management of human resources it is necessary to draft a Police Education and Training Strategy.

Urgent improvements are recommended in this field given the fact that: manager's job description needs to be modified, the current Romanian Police Strategy objectives need to be improved in order to complete the human resources decentralisation process.

Following the EU expert's recommendations, in the last year Romanian Police had to reduce the lack of personnel. In this respect, in the police schools shortened the training period and changed the curricula for training over 1700 police agents. It's necessary to revise the police school curricula and the continuous training curricula in order to fulfil the European police standards, to adapt it to the requirements of European police training curricula and to the CETS system.

Taking into account the large number of Romanian Police personnel, aprox. 55.000 employees, the management of the Romanian Police human resources and the training of its staff are considered as tasks with decisive impact on the Romanian Police efficiency.

In the context of Romania's European integration, at 2007 January 1st, there are expected evolutions and continuous mutations of the criminality phenomenon which will involve developing of flexible and precise mechanisms of reaction, including policies and strategies in the field of human resources.

The knowledge and the skills of the trainces need to be enhanced by acquiring new techniques to be used in their work and the cooperation among Romanian Police and the similar institutions in EU member states effective.

The envisaged results hereby will be an established modular system for police education and training, based on the concept of life-long learning. The European Credit Transfer System (ECTS) at the Police Schools which will be put in practice starting with the next year will be analysed and revised if necessary. Furthermore, the existing curricula for all levels of Police education and training will be revised and introduced at the Police Schools, based on EU Member States best experiences. A quality control system for measuring and assessing the efficiency of training programs and trainers, as well as a system for managing the lecturers and trainers will complete the envisaged results.

The project is aiming also to support the continuous training for the Romanian Police personnel by organising seminars at central and territorial level in the field of human resources management. The knowledge and skills of the trainees will be enhanced by acquiring new techniques to be used in their work and the cooperation among Romanian Police and the similar institutions in EU member states will be more effective.

Is essential to develop an effective human resources management system, including a management policy, able to support the achievement of the Romanian Police objectives, and which explicitly recognises that people are the organisation's most valuable resource.

There is no overlap between the proposed project proposed to be financed under Transition Facility and other assistance given to Romanian Police.

3.1. Linked Activities

Even if the training sessions within Phare Programmes 2004 "Fight against organised crimean inter institutional approach" and 2006 - "Adopting the intelligence led policing concept in the field of organised crime" addressed to specific domains of Romanian Police activity, the actual twinning project intends the reforming of the system of initial and continuous training of the personnel, as well as the training of the policemen that administrate currently the activity of human resources given the fact that until now any training courses in their domain have not been delivered.

3.2. Results

- 3.2.1. Human Resources Management (HRM) system within the Romanian Police revised and implemented.
- 3.2.2. Career development system within the Romanian Police upgraded and implemented.
- 3.2.3. Performance evaluation system within the Romanian Police revised and implemented.
- 3.2.4. Romanian Police Education and Training Strategy adopted as basis for further activities and development at Police Schools
- 3.2.5. Modular system for police education and training and European Credit Transfer System (ECTS) for the Romanian Police Schools revised and implemented within the Police Schools.
- 3.2.6. Curricula and training material for all levels of police education and training, based on EU Member States best practices and life long learning concept, revised and approved at MIAR level.
- 3.2.7. Quality control system for measuring and assessing the efficiency of training programs and trainers established.
- 3.2.8. Developed system for management of permanent and non-permanent lecturers and trainers.

3.3. Activities

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The proposed project activities will be implemented through a twinning contract.

3.3.1. Human Resources Management (HRM) system within the Romanian Police revised and implemented. (55.735 Euro)

- 3.3.1.1.The current human resources management system including legal framework reviewed and analyzed.
- 3.3.1.2.A new HRM System, building upon current one designed.
- 3.3.1.3.Amendments to the relevant regulations based on the outcome of act.3.3.1.1. and 3.3.1.2. drafted and implemented.
- 3.3.1.4.Romanian Police key personnel trained on the new HRM system.

(Topics: personnel planning, general job description framework, career development, leadership - management development, personal development, diversity management, employee performance management, interpersonal skills.)

3.3.2. Career development system within the Romanian Police upgraded and implemented. (68.265 Euro)

- 3.3.2.1.Criteria for recruitment, assignment to duties and promotion scheme for low rank staff within the Romanian Police reviewed.
- 3.3.2.2.Job descriptions for middle to high management within the Romanian Police modified
- 3.3.2.3.Criteria for recruitment, assignment to duties and promotion scheme for middle to high management within the Romanian Police defined.
- 3.3.2.4. Amendments to relevant regulations drafted and implemented.
- 3.3.2.5.Romanian Police key personnel trained on recruitment matters.

(Topics: recruitment criteria and procedures, interview and evaluation, background procedures, job description, redefining the promotion scheme for all personnel, organization planning & execution in human resources)

3.3.3. Performance evaluation system within the Romanian Police revised and implemented. (44.505 Euro)

- 3.3.3.1.Concepts for evaluation of Romanian Police staff performance and possible requirement for additional training developed.
- 3.3.3.2. concepts for applying rewards and disciplinary measures, developed.
- 3.3.3.3. amendments to the relevant regulations based on the outcome of act.3.3.3.1 and
 - 3.3.3.2. drafted and implemented.

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3.3.3.4. Romanian police key personnel trained on performance evaluation methods Topics.(job expectations and evaluation, standards of satisfactory performance, professional role assessment system, professional rewards and remuneration system, professional awards and motivation system, professional disciplinary code and sanctions procedure;)

3.3.4. Romanian Police Education and Training Strategy adopted as basis for further activities and development at Police Schools (36.290 Euro)

3.3.4.1 Relevant strategic documents (e.g. "Romanian Police Strategy") reviewed and analyzed.

3.3.4.2. Strategy for Romanian Police Education and Training drafted and implemented.

3.3.5. Modular system for police education and training and European Credit Transfer System (ECTS) for the Romanian Police Schools revised and implemented within the Police Schools. (55.735 Euro)

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- 3.3.5.1.The current police education and training system from the organizational point of view reviewed and analyzed.
- 3.3.5.2.A new police education and training system based on the modular approach and ECTS drafted
- 3.3.5.3.Amendments to relevant regulations based on the outcome of act. 3.3.5.1 and 3.3.5.2. drafted and implemented.
- 3.3.5.4.Key personnel on modular system and ECTS, trained.

(Topics: police educational system in European police forces, best practices in the field of police education, basic police training ;)

3.3.6. Curricula and training material for all levels of police education and training, based on EU Member States best practices and life long learning concept, revised and approved at MIAR level. (79.495 Euro)

- 3.3.6.1.Current curricula for all levels of police education and training reviewed and analyzed
- 3.3.6.2. The current police education and training curricula in line with EU Member States best practices amended.
- 3.3.6.3.A new curricula regarding police management, intercultural tolerance, interpersonal communication, conflict prevention, proactive/problem solving police work and custom oriented behaviour, developed.
- 3.3.6.4. The new training materials based on the outcome of act. 3.3.6.2 and 3.3.6.3. drafted and approved at the level of Ministry of Interior and Administration Reform.
- 3.3.6.5.Training of trainers on new curricula.

(Topics: best practices in the field of police continuous training, specific police training, structure of management training on different training levels)

3.3.7. Quality control system for measuring and assessing the efficiency of training programs and trainers established (18.145 Euro)

3.3.7.1. Rules and tools to evaluate police education and training (curricula, trainers) and guidelines developed.

3.3.8. Developed system for management of permanent and non-permanent lecturers and trainers. (25.060 Euro)

3.3.8.1. Criteria for identification of institution providing lecturers and for selection of lecturers and trainers established.

3.3.8.2. Data base of lecturers and trainers designed and implemented

<u>Tasks of the Resident Twinning Adviser (12 working months, TF 156.164 EUR)</u> Related to results 1-8

-Project management and coordination of the activities of the team members in line with the agreed work programmes to enable timely completion of project outputs

-Preparation of project progress reports and supervision of the preparation and production of tasks reports

Profile:

-At least 10 years experience in the field of home affairs;

-At least 8 years of direct work in a similar unit in Member States, in the field of human resources management.

- -Previous involvement in similar Institutional Building projects
- -Knowledge of relevant EU legislative and institutional requirements;
- -Fluent in written and spoken English
- -Proficient communication / listening/ networking skills
- -Duration of secondment: 12 months

RTA assistant (12 working months; TF 12.000 EUR) - contracted by CFCU

- Related to results 1-8
- Assisting the RTA and project experts in project implementation, production of project reports and preparation of meetings, workshops and training courses
- Liaison between project experts and local authorities as well as NGO-s
- Assisting in preparation and translation of project documents and reports from
- English to Romanian and from Romanian to English
- Editing of project documents

Profile:

- Very good computer literacy (Word, Excel, Power Point)
- Excellent English(oral and written)
- Translation, editing and interpretation experience
- Good communication and organization skills
- Full university degree -

MS Project Leader (20 working days in Romania over 12 consecutive months. TF 15.560EUR)

Related to results 1-8

- Overall co-ordination of the project;
- Leading the project activities. _

Profile:

- Long-term civil servant from an EU Member State administration;
- Educated and experienced in the field of management and organization
- At least 3 years working experience in a leading management
- Very good command of English (oral and written)
- Excellent computer skills (Word, Excel)

STE 1: Human Resources Management (HRM) system within the Romanian Police revised and implemented (9 weeks, TF 55.735 Euro) Result 1

- Reviewing and analysing of the tasks and responsibility areas assigned to the Directorate for Human Resources Management from Romanian Police including legal framework
- Identifying of missing/weak links in institutional set-up

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- Designing a new HRM System, building upon current one.
- Elaboration of clear distribution of functions, development of information exchange systems, cooperation schemes and action plans between different parties responsible for crisis management, development of relevant guidelines
- Drafting of amendments to the relevant regulations
- Charting of obligations arising from relevant EC legislation
 - Training of Romanian Police key personnel on the new HRM system. (Topics: personnel planning, general job description framework, career development, leadership - management development, personal development, diversity management, employee performance management, interpersonal skills.)
- Preparation and publication of Task Report 1

Profile:

- Experience in assessing the set-up of management
- Wide knowledge of EC legislation
- Good computer skills (Word, Excel)
- Good command of English (oral and written)
- University degree in management / law enforcement / sociology, psychology or MBA;

- At least 5 years experience in law enforcement personnel management, organisation, management, conduction of staff and organisational analyses in large organisations with a hierarchic structure

- Training experience

- Excellent knowledge of issues of organisation diagnosis

STE 2: Career development system within the Romanian Police (11 weeks; TF 68265 Euro) Result 2

- Analyzing professional role assessment system, professional internal and external relations system, professional appointment system, professional awards and motivation system, professional rewards and remuneration system, professional disciplinary code and sanctions procedure, promotion system;

- Reviewing criteria for recruitment, assignment to duties and promotion scheme for low rank staff within the Romanian Police.

- Modifying job descriptions for middle to high management within the Romanian Police

- Defining criteria for recruitment, assignment to duties and promotion scheme for middle to high management within the Romanian Police.

- Drafting of amendments to relevant regulations and implementation.

- Training of Romanian Police key personnel on recruitment matters.

(Topics: recruitment criteria and procedures, interview and evaluation, background procedures, job description, redefining the promotion scheme for all personnel, organization planning & execution in human resources)

- Preparation of Task Report 2

Profile:

- Experience in analysis and development of human resources management for law enforcement agencies
- Wide knowledge of EC legislation

- Good computer skills (Word, Excel)
- Good command of English (oral and written)
- Training experience
- University degree in management / law enforcement / sociology, psychology

or MBA;

At least 10 years experience in law enforcement personnel management

STE 3: Performance evaluation system within the Romanian Police (7 weeks; TF 44.505 Euro)

Result 3

- Analysing the current professional evaluation system of Romanian Police in order to identify the system's gaps

- Analysing the use of evaluation instruments in the Romanian Police

- Developing concepts for evaluation of Romanian Police staff performance based on

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modern management instruments and possible requirement for additional training.

- Developing concepts for applying rewards and disciplinary measures.
 - Drafting of amendments to the relevant regulations and implementation.
 - Training of Romanian Police key personnel on performance evaluation methods. (Topics: job expectations and evaluation, standards of satisfactory performance, professional role assessment system, professional rewards and remuneration system, professional awards and motivation system, professional disciplinary code and sanctions procedure ;)
 - Preparation of Task Report 3

Profile:

- Experience in analysis and development of human resources management for law enforcement agencies
- Wide knowledge of EC legislation
- Good computer skills (Word, Excel)
- Good command of English (oral and written)
- University degree in management / law enforcement / sociology, psychology -

or MBA;

- Training experience
- At least 10 years experience in law enforcement management

STE 4: Romanian Police Education and Training Strategy adopted as basis for further activities and development at Police Schools (6 weeks; TF 36.290 Euro) Result 4

- Reviewing and analyzing relevant strategic documents (e.g. "Romanian Police Strategy").

- Analyzing the training methodology in the different structures of the Romanian Police towards achieving uniformity, continuity and completeness in the training of policemen

- Drafting a Strategy for Romanian Police Education and Training

- Implementing the strategy in the Police Schools and in the police continuous training

system

- Preparation of Task Report 4

Profile:

Experience in analysis and development of training strategies for law enforcement agencies Ð

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- Wide knowledge of EC legislation
- Good computer skills (Word, Excel)
- Good command of English (oral and written)

- University degree in management / law enforcement / sociology, psychology or MBA

- Experience in providing trainings in the scope of organisation and management

STE 5: Modular system for police education and training and European Credit Transfer System (ECTS) for the Romanian Police Schools revised and implemented within the Police Schools. (9 working weeks; TF 55.735 Euro) Result 5

- Reviewing and analyzing the current police education and training system of Police Schools

- Defining a uniform conception on the training of the police personnel in order to give an integrated response to the needs for initial training, for updating the acting officials' skills and for specialization of the policemen.

- Updating the training contents in order to optimize the use of appropriate equipment and training devices in the professional training process.

- Drafting a new police education and training system based on the modular approach and ECTS and implementation.

- Training of key personnel on modular system and ECTS.

(*Topics*: police educational system in European police forces, best practices in the field of police education, basic police training;)

- Preparation of Task Report 5

Profile:

- Experience in analysis and development of training strategies for law enforcement agencies
- Wide knowledge of EC legislation
- Good computer skills (Word, Excel)
- Good command of English (oral and written)
- University degree in management / law enforcement / sociology, psychology
- or MBA

Experience in providing trainings in the scope of organisation and management

STE 6: Curricula and training material for all levels of police education and training, based on EU Member States best practices and life long learning concept, revised and approved at MIAR level. (13 working weeks, TF 79.495 Euro) Result 6

- Reviewing and analyzing of current curricula for all levels of police education and training

- Amending the current police education and training curricula in line with EU Member States best practices

- Developing the new curricula regarding police management, intercultural tolerance, interpersonal communication, conflict prevention, proactive/problem solving police work and custom oriented behaviour.

- Drafting the new training materials and approval at the level of Ministry of Interior and Administration Reform.

- Training of trainers on new curricula.

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(Topics: best practices in the field of police continuous training, specialized police training, structure of management training on different training levels ;) - Preparation of Task Report 6

Profile:

- Experience in analysis and development of training strategies for law enforcement agencies
- Wide knowledge of EC legislation
- Good computer skills (Word, Excel)
- Good command of English (oral and written)
- University degree in management / law enforcement / sociology, psychology

or MBA

- Experience in providing trainings in the scope of organisation and management

STE 7: Quality control system for measuring and assessing the efficiency of training programs and trainers (3 working weeks, TF 18.145 Euro)

Result 7

- Analyzing the existent quality control system and identifying the basic training faults, define and localize their sources

- Developing rules and tools to evaluate police education and training (curricula, trainers)

- Developing guidelines for measuring and assessing the efficiency of training programs and trainers

- Preparation of Task Report 7

Profile:

- Experience in analysis and development of quality control of training strategies for law enforcement agencies
- Wide knowledge of EC legislation
- Good computer skills (Word, Excel)
- Good command of English (oral and written)
- University degree in law enforcement / sociology, psychology or MBA

STE 8: Developed system for management of permanent and non-permanent lecturers and trainers (4 working weeks, TF 26.784 Euro)

Result 8

- Analysing the existing criteria for the lecturer's selection

- Amending the current criteria in this field in line with EU Member States best practices

- Establishing the new criteria for identification of institution providing lecturers and for selection of lecturers and trainers.

- Designing and implementing data base of lecturers and trainers.

- Provision of recommendations for further development of the system
- Preparation of Task Report 8

Profile:

- Experience in analysis and development of training management for law enforcement agencies
- Wide knowledge of EC legislation
- Good computer skills (Word, Excel)
- Good command of English (oral and written)

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- University degree in law enforcement / sociology, psychology or MBA

3.4. Lessons learned:

See annex 5

4. Institutional Framework

The main beneficiary of this project proposal is the Ministry of Interior and Administrative Reform through the Romanian Police.

Romanian Police belongs to the Ministry of Interior and Administrative Reform and is the specialised state body which has tasks regarding the defence of fundamental human rights and liberties, of private and public property, crime prevention and investigation, observing public order, under the provisions of Law No. 218/2002 regarding the organisation and functioning of Romanian Police, which will be amended and completed depending on the requirements and the objectives which are to appear in the future period.

The modern legal framework was completed by Law No. 360/2002 regarding the Police Officer's Statute, which enforces the demilitarisation of the Romanian Police.

The activity of the Romanian Police represents a specialised public service provided to the benefit of people, community, and state institutions, exclusively on the basis of and observing the provisions of Law.

€M	Trans	sition Facil	ity support		Co-financing		Total cost
	Invest- ment	Institu- tional Building	Total Transition Facility (=I+IB)	National Public Funds (*)	Other Sources (**)	Total co- financing of the project	TF plus co- financing
Project 01 (TW)	0,00	0,65	0,65	0,00	0,00	0,00	0,65
Project 01 parallel co- financing	0,00	0,00	0,00	0,05*	0,00	0,05*	0,05
Total	0,00	0,65	0,65	0,05	0,00	0,05	0,70

5. Detailed Budget

Comment:

(*)parallel co-financing

For the TW component, the amount of 50.000 Euro will be provided from the state budget as parallel co-financing in order to offer the logistic support for the RTA office, to ensure the appropriate venue and equipments for workshops, consultations and seminars.

VAT is not an eligible expenditure under both the Transition Facility and national cofinancing funds indicated in the above budget table. Where contracts are subject to VAT due to provisions of national legislation, these funds have to be provided from national resource outside and in addition to the amounts indicated in the budget table.

Budget breakdown: see annex 6

6. Implementation Arrangements

6.1. Implementing Agency

The Central Finance and Contracting Unit within the Ministry of Public Finance is the Implementing Agency, having responsibilities for procedural aspects of tendering, contracting and payments.

Contact details of CFCU:

Title:Programme Authorising OfficerPAO name:Mrs. Carmen RoşuAddress:44 Mircea Voda Blvd3rd District, Bucharest, RomaniaTel:(+40-21) 3268733Fax:(+40 21) 3268730E-mail:carmen.rosu@cfcu.ro

Ministry of Interior and Administrative Reform

Mr. Corneliu Alexandru, General Director, Senior Programme Officer

General Directorate for European Affairs and International Relations

1 A Piata Revolutiei Str.

Sector 1, Bucharest, Romania

Tel.: 00-40-21-312 41 02

Fax: 00-40-21-314 74 22

E-mail:diri@mai.gov.ro

6.2. Twinning

The foreseen activities under component 1 will be implemented through a Twinning Covenant

-Duration: 12 months

Beneficiary institution:

General Inspectorate of Romanian Police

Project leader:

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Mr. Dan Valentin FATULOIU, Chief Inspector Bucharest, 6 Mihai Voda Str., sector 5 Phone: 004021-312 20 20 Fax: 004021-310 65 52

RTA Counterpart

Mr. Laurențiu-Mircea SOBU, Chief of Directorate of Human Resources Management

Bucharest, 6 Mihai Voda Avenue, sector 5

Phone: 004021-316.43.61

Fax: 004021-316.43.61

A Project Steering Committee (PSC), comprising senior representatives of the Ministry of Interior and Administrative reform and their relevant subordinated bodies, will be responsible for the monitoring, supervision and co-ordination of the overall progress and implementation of the twinning.

The PSC will provide guidance on the different components of the project will approve priorities defined and finally endorse project outputs. The Senior Project Officer (SPO) or his deputy will chair the PSC meetings. It is envisaged that the PSC will meet at least once every three months or more frequently should there be an emphatic reason for such a meeting to be scheduled.

The PSC will be supported by the General Inspectorate of Romanian Police and Programme Implementation Unit (PIU), which will report to the PSC. The PIU will also provide the secretariat for the PSC meetings.

6.3. Non-standard aspects

The Twinning Manual will by strictly followed.

6.4. Contracts

Adequate instruments to implement this project will be a twinning contract, which offers the advantages of benefiting of the direct experience of public servants from similar institutions.

In this project it is supposed to be concluded one Twinning contract (Component 1) - 0,70 MEuro.

7. Implementation Schedule

7.1. Start of tendering/call for proposals - January 2008

7.2. Start of project activity – July 2008

7.3 Project completion – June 2009

Time schedule:

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According to the provisions of the Twinning Manual 2005, art. 3.8.: "Drafting of the Twinning Contract including the Twinning Work Plan" the twinning work plan is the responsibility of both twinning partners. After the choice of the partners has been made, the twinning work plan and annexes, including work and time schedule, will form the twinning contract.

8. Sustainability

The outcomes of the twinning project will be considered as an important and valuable step in accomplishing the objectives of the strategy for institutional reform of Romanian Police. The

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new human resources management system implemented with the assistance of twinning partners will be put in practise at national level. The criteria for recruitment, selection, promotion, evaluation of the police personnel will be implemented in order to develop a career promotion system based on performance. The new drafted curricula will be implemented to all levels of Police schools and the training provided by the experts will be disseminated among all professionals dealing with human resources management in Romanian Police.

Romanian Fonce. The necessary financial resources (for co-financing) will be foreseen to be included in the budget of the Romanian Police.

The beneficiary institution will involve the relevant staff into the project activities ensuring the availability of staff and all the necessary resources, according to the project fiche and will ensure the staff and budget in order to sustain the project after its completion.

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9. Conditionality and sequencing

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ANNEXES TO PROJECT FICHE

1. Logical framework matrix in standard format (compulsory)

- 2. Detailed implementation chart (compulsory)
- 3. Contracting and disbursement schedule by quarter for full duration of programme (including disbursement period) (compulsory).
- 4. List of relevant Laws and Regulations (compulsory)
- 5. Lessons learnt from previous years (compulsory)
- 6. Budget breakdown.

	Programme name and number 2007/19343.01.12	
Relates to Copenhagen criterion and acquis chapter ¹ Chapter 24: Cooperation in the field of justice and home affairs 2005 Comprehensive Monitoring Report, under Chapter 24: Cooperation in the field of justice and home affairs highlights that "the management of human resources needs urgent improvement so that career development and merit-based promotions practice are developed. Police at regional and local level need more flexibility in using resources and there should be a decentralisation of decision-making". Comprehensive Monitoring Report May 2006 Chapter 24: Cooperation in the field of justice and home affairs Chapter 24: Cooperation in the field of justice and home affairs Chapter 24: Cooperation in the field of justice and home affairs Chapter 24: Cooperation in the field of justice and home affairs "Rules on recruitment, career development and salaries remain to be implemented both	resources of the Romanian Police" 15 12 2009	Disbursement period expires in 15-12-2010
Relates to Copenhagen criterion and acquis chapter ¹ Chapter 24: Cooperation in the field of justice and home affairs 2005 Comprehensive Monitoring Report, under <i>Chapter 24: Cooperation in the field</i> of justice and home affairs highlights that "the management of human resources needs urgent improvement so that career development and merit-based promotions practice are developed. Police at regional and local level need more flexibility in using resources and there should be a decentralisation of decision-making". Comprehensive Monitoring Report May 2006 <i>Chapter 24: Cooperation in the field of</i> justice and home affairs "Rules on recruitment, career development and so in the source at the should be determented and the should be a decentralisation of decision-making".	2	TF budget 0,65 Meuro
Chapter 24: Cooperation in the field of justice and home affairs 2005 Comprehensive Monitoring Report, under <i>Chapter 24: Cooperation in the field</i> of justice and home affairs highlights that "the management of human resources needs urgent improvement so that career development and merit-based promotions practice are developed. Police at regional and local level need more flexibility in using resources and there should be a decentralisation of decision-making". Comprehensive Monitoring Report May 2006 "Rules on recruitment, career development and so in the solution pustice and home affairs "Rules on recruitment, career development and so in the solution practice and home affairs	Relates to Copenhagen criterion and List of other projects with same objective acquis chapter ¹	
	Chapter 24: Cooperation in the field of justice and home affairs	
practice are developed. Police at regional and local level need more flexibility in using resources and there should be a decentralisation of decision-making". Comprehensive Monitoring Report May 2006 <i>Chapter 24: Cooperation in the field of</i> <i>justice and home affairs</i> "Rules on recruitment, career development and salaries remain to be implemented both		
Comprehensive Monitoring Report May 2006 Chapter 24: Cooperation in the field of justice and home affairs "Rules on recruitment, career development and salaries remain to be implemented both	practice are developed. Police at regional and local level need more flexibility in using resources and there should be a decentralisation of devision motion.	
Chapter 24: Cooperation in the field of justice and home affairs "Rules on recruitment, career development and salaries remain to be implemented both	Comprehensive Monitoring Report May 2006	
"Rules on recruitment, career development and salaries remain to be implemented both	Chapter 24: Cooperation in the field of justice and home affairs	
Continuous training is also needed for serving police officers and agents.	ment, career dev in to be impleme the territories. A ing is also nee officers and	
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¹ Please specify here the recommendation made in Comprehensive Monitoring Report or other relevant documents (SIGMA (financial control, procurement, Peer Reviews,

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Annex 1 – Log frame matrix

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Project purpose	Objectively verifiable indicators	Sources of Vertication	
Making efficient the institutional resources of Romanian Police in the heat interest of citizens	in the Number of new regulations regarding R human resources management and number 11 of education programs adopted by Mol. A	Relevant European Commission's reports in the field MAI annual reports	
	Number of professionals taking part in the project		
	The integrated system of information in place and operational		
Results	Objectively verifiable indicators	Sources of Verification	Assumptions
1. Human Resources Management System within the Romanian Police revised and implemented.	n Resources Management System in	Quarterly Reports Twinning Reports Interim Evaluation Reports	Full commitment of the parties involved. Timely and adequate
	prace Internal rule regulating the competencies of the structures within the Human Resources Department drafted Personnel working in HR Department trained on the new regulation	Monitoring reports Project final report	resources available.
2. Career development system within the Romanian Police upgraded and implemented		Quarterly Reports Twinning Reports Interim Evaluation Reports	
	drafted Personnel working in HR Department trained on the new regulation.	Monitoring reports Project final report	1
3. Performance evaluation system within the Romanian Police revised, developed and implemented.	Evaluation system applied Regulation on the performance standards evaluation within the Romanian Police drafted.	Quarterly Reports Twinning Reports Interim Evaluation Reports Monitoring reports Project final report	
	Personnel working in HR Department trained on the new regulation		

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Police Education and Training Strategy advan-		
implemented.	Romanian Police Education and Training Strategy functional	Quarterly Reports Twinning Reports Interim Evaluation Reports
5. Modular system for police education and training and F.		Project final renort
Credit Transfer System (ECTS) for the Romanian Police Schools revised and implemented	ECTS revised and implemented	Quarterly Reports Twinning Reports
	Curricula for the police schools updated	Interim Evaluation Reports Monitoring reports
6. Chirticula and troisian areas in a	Personnel working in HR Department trained on the new curricula	rroject timal report
training, based on EU Member States best practices and life long learning concept, revised and approved at the level of the Ministry of Interior and Administration Reform		Quarterly Reports Twimning Reports Interim Eveluation Democed
nd assessing the efficiency of	Personnel working in HR Department trained on the new curricula	Monitoring reports Project final report
currency of	Quality control system established Guidelines approved	Quarterly Reports Twinning Reports
	1	Interim Evaluation Reports Monitoring reports
^{5.} Developed system for management of permanent and non-permanent lecturers and trainers.	Management plan for Police Schools lecturers and trainers established.	Project final report Quarterly Reports Twiming Reports
	Database of lectures and trainers functional	Interim Evaluation Reports Monitoring reports
Activités	Means	Project final report
	Twinning Contrac	
1.1.4. Romanian Police key personnel trained on the new HRM system. (<i>Topics:</i> personnel planning, general job description framework, career development, leadership - management development, personal development, diversity management, employee performance management, interpersonal skills.)		

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 R2. R2. 1.2.1. Criteria for recruitment, assignment to duties and promotion scheme for low rank staff within the Romanian Police reviewed. 1.2.2. Job descriptions for middle to high management within the Romanian Police modified 1.2.3. Criteria for recruitment, assignment to duties and promotion scheme for middle to high management within the Romanian Police defined. 1.2.5. Romanian Police key personnel trained on recruitment matters. 1.2.5. Romanian Police key personnel trained on recruitment matters. 1.2.5. Romanian Police key personnel trained on recruitment matters. 1.2.5. Romanian Police key personnel trained on recruitment matters. 1.2.5. Romanian Police key personnel trained on recruitment matters. 1.2.5. Romanian Police key personnel trained on recruitment matters. 1.2.5. Romanian Police key personnel trained on recruitment matters. 	 R3. 1.3.1. Concepts for evaluation of Romanian Police staff performance and possible requirement for additional training developed. 1.3.2. concepts for applying rewards and disciplinary measures, developed. 1.3.2. anendments to the relevant regulations based on the outcome of act.1.3.1 and 1.3.2. drafted and implemented. 1.3.4. Romanian Police key personnel trained on performance evaluation methods. 1.3.4. Romanian Police key personnel trained on performance evaluation methods. Topics.(job expectations and evaluation, standards of satisfactory performance, professional role assessment system, professional revards and remuneration system, professional disciplinary code and sanctions procedure;) 1.4.1. relevant strategic documents (e.g. "Romanian Police Strategy") reviewed and analyzed. 1.4.2. a Strategic focuments (e.g. "Romanian Police Strategy") reviewed and analyzed.

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 4 key personnel on modular system and ECTS, trained.
 (Topics: police educational system in European police forces, best practices in the field of police education, basic police training ;) 1.5.1 the current police education and training system from the 1.5.2 a new police education and training system based on the modular 1.5.3 amendments to relevant regulations based on the outcome of act. 1.6.1. current curricula for all levels of police education and training 1.6.2. the current police education and training curricula in line with EU 1.6.3. a new curricula regarding police management, intercultural proactive/problem solving police work and custom oriented behaviour, 1.6.4. the new training materials based on the outcome of act. 1.6.2 and 1.7.1. rules and tools to evaluate police education and training (curricula, trainers) and guidelines developed. 1.6.3. drafted and approved at the level of Ministry of Interior and (Topics: best practices in the field of police continuous training, specialized police training, structure of management training on 1.8.1. criteria for identification of institution providing lecturers and for 1.8.2. data base of lecturers and trainers designed and implemented. tolerance, interpersonal communication, conflict organizational point of view reviewed and analyzed. selection of lecturers and trainers established. 1.6.5. Training of trainers on new curricula. 1.5..1 and 1.5.2. drafted and implemented. Member States best practices amended. approach and ECTS drafted different training levels;) Administration Reform. reviewed and analyzed ß. R6. R7. **R**8.

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Annex 2 - Detailed implementation chart:

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2006	O N O		
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COMPONENT			C = Contracting
		Twinning	D = Design Implementation

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Annex 3 Contracting and disbursement schedule by quarter

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Annex 3a - Cumulative contracting schedule

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Annex 3b - Cumulative disbursement schedule

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DISBURSEMENT Technical assistance NB: All disburse	31/03/08	•	ments must
		Technical assistance	

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Annex 4

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- Law no. 218/2002 on the organisation and functioning of the Romanian Police
- Law no. 360/2002 on the statute of police officers
- Law no. 182/2002 on the protection of classified information
- Law no. 677/2004 on the protection of personal data

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previous years
learnt from
5. Lessons
Annex 5

Identified Gaps or Recommended courses of intervention	Action for covering the Gap or implement the recommended	Phare Programming (Project Reference)2004-2006	Transition Facility	
Peer review report by Byron Davies - July 2005	intervention			
There are many well-qualified and trained personnel who have returned to their duties after lengthy seminars and workshops, being denied the opportunity of exercising their new skills and knowledge. They are not flagged within the Human Resources system as being available for promotion and subsequent benefit to their organisation. It is impossible therefore to utilize them and reap the benefit of their training.		Phare 2004 – Fight against organised crime-an inter- institutional approach Phare 2006 –Intelligence led policing	Classical Twinning	
Whilst there appears to be a certain amount of honest change the Expert was not convinced that reform within Human Resources particularly career development, was as energetic as it could be.				
<u>Recommendation</u> Development of a programme to ensure that previously identified and trained officers in management and associated policing skills are acknowledged and their talent utilised for the benefit of others, as originally intended under the PHARE and bilateral programmes.				
Romania 2005 Comprehensive Monitoring Report				

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Chapter 24: Cooperation in the field of justice and home affairsIn order to reduce the deficit of personnel, the Ministry of Interior and Administration Reform have approved a plan for employing 1000 serving police officers and agents. Till now, were hired 748 employees
For encouraging the representatives of national minorities to join the police, 129 positions have been made vacant, 64 for rroma and 65 for Hungarian speakers.
Beginning with June 2006, 300 positions has been made vacant, for engaging experts in the main interest areas of the Romanian Police (fight against money laundering, defence of intellectual property).
For continuing the specialized training, during this years 423 policemen have participated at trainings with U.E. experts, in different domains, like: tracing techniques, crisis situation management corruption
investigations, integral security-minorities, financial analysis and investigations regarding organized crime etc. As well, at the Metropolitan Police level, the managerial training has been developed by organizing a course with 89 new managing
officers – chief of office, chief of service, chief of unit. In order to share the experience of the managing officers from GIRP has been drafted a schedule of applied
management lectures taught by directors or adjunct directors from central units, in the

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week July 3 – 7.	In October and November 2006 were organized 5 modules for implementing the European Model of Intelligence, for 33 police managers.	It is ongoing the deploying of career initiating courses for 200 police officers and 1500 police agents drafted by external source, on a modular principle – two theoretical modules and a practice module necessary for socio – professional integration.	In June 16 th 2006 has been finalized the first theoretical module of career initiating course for 494 agents to Slatina Centre and in June 19 th has started the career initiating course for 575 agents.	The "e-learning" system is technically functional at all levels of Romanian Police. For continuing the specialized training for policemen involved in fight against organized crime, the GDCOC officers participate periodically to training courses in the field.
acquis and the Accession Treaty which are designed to safeguard the proper functioning of EU policies	and institutions following accession. In line with the findings of this report, the Commission, after consulting the Member States, will set up a mechanism for cooperation and verification of progress in the areas of judicial reform and the fight	against corruption, money-laundering and organized crime. For this purpose, benchmarks have been established which refer to the particular circumstances of each country.		

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Annex 7 – Budget Breakdown

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mmodation		х	1.500,00 €	12	18.000,00 €	
e agent's fee		x	1.500,00 €	0,5	750,00€	
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Total Visibility and Audit	* <u>18 19 19 19</u> 19		56.92.63.63.51	4.000,00 € 7.000,00 €	
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ctivity 1.1.3. Drafting of amendments	to the relevan	regulations	a ta Emercia	나라 가 같은 것 같	y sa tawa s
escription: 2 weeks STE-mission to I	3C. work grou	ps			
			unites de color	an a shektara	
Lexpert , 10 working ays			40	2.500,00 €	
xpert	x	250,00 €	10	2.300,00 ¢	
ees Project management	x	375,00€	10	3.750,00€	
osts	x	228,00€	10	2.280,00€	
Per diems		600,00€	2	1.200,00 €	
ravel osts				1 500 00 6	
nterpretation (1 interpreter x 10	X	150,00 €	10	1.500,00 €	
lays) Franslation of documents (100	x	13,00€	100	1.300,00 €	
oages) Total Activity 1.1.3 Total BC Co-financing				12.530,00€	
oages) Fotal Activity 1.1.3 Fotal BC Co-financing Activity 1.1.4	on new design	ned system.		12.530,00 €	
Dages) Fotal Activity 1.1.3 Fotal BC Co-financing Activity 1.1.4 Description: Training of key personnel (2n new design	ned system		12.530,00€	
Total Activity 1.1.3 Fotal BC Co-financing Activity 1.1.4 Description: Training of key personnel of 1 expert, 5 working days		CONTRACTOR OF A STATE	5	12.530,00 €	
Total Activity 1.1.3 Total BC Co-financing Activity 1.1.4 Description: Training of key personnel of t expert, 5 working days Expert fees	×	250,00€		1.250,00 €	
Total Activity 1.1.3 Total BC Co-financing Activity 1.1.4 Description: Training of key personnel of t expert, 5 working days Expert fees	× ×	250,00 € 375,00€	5	1.250,00 € 1.875,00€	
Dages) Fotal Activity 1.1.3 Fotal BC Co-financing Activity 1.1.4 Description: Training of key personnel (1 expert, 5 working days) Expert fees Project management costs	x x x x	250,00 € 375,00€ 228,00€	5 5	1.250,00 € 1.875,00€ 1.140,00 €	
Dages) Fotal Activity 1.1.3 Fotal BC Co-financing Activity 1.1.4 Description: Training of key personnel (1 expert, 5 working days) Expert fees Project management costs Per diems Travel costs	× × × × × ×	250,00 € 375,00€ 228,00€ 600,00€	5 5 1	1.250,00 € 1.875,00€ 1.140,00 € 600,00€	
Dages) Fotal Activity 1.1.3 Fotal BC Co-financing Activity 1.1.4 Description: Training of key personnel of texpert, 5 working days Expert fees Project management costs Per diems Travel costs Interpretation (1 interpreter x 5	x x x x	250,00 € 375,00€ 228,00€	5 5	1.250,00 € 1.875,00€ 1.140,00 € 600,00€ 750,00 €	
Dages) Fotal Activity 1.1.3 Fotal BC Co-financing Activity 1.1.4 Description: Training of key personnel (1 expert, 5 working days) Expert fees Project management costs Per diems Travel costs Interpretation (1 interpreter x 5 days)	× × × × × ×	250,00 € 375,00€ 228,00€ 600,00€	5 5 1	1.250,00 € 1.875,00€ 1.140,00 € 600,00€	
Dages) Fotal Activity 1.1.3 Fotal BC Co-financing Activity 1.1.4 Description: Training of key personnel of texpert, 5 working days Expert fees Project management costs Per diems Travel costs Interpretation (1 interpreter x 5 days) Translation of documents (100	x x x x x x x x x	250,00 € 375,00€ 228,00€ 600,00€ 150,00€	5 5 1 5	1.250,00 € 1.875,00€ 1.140,00 € 600,00€ 750,00 € 1.300,00€	
Dages) Fotal Activity 1.1.3 Fotal BC Co-financing Activity 1.1.4 Description: Training of key personnel of texpert, 5 working days Expert fees Project management costs Per diems Travel costs Interpretation (1 interpreter x 5 days) Translation of documents (100	x x x x x x x x x	250,00 € 375,00€ 228,00€ 600,00€ 150,00€	5 5 1 5	1.250,00 € 1.875,00€ 1.140,00 € 600,00€ 750,00 €	
bages) otal Activity 1.1.3 Fotal BC Co-financing Activity 1.1.4 Description: Training of key personnel (I expert, 5 working days Expert fees Project management costs Per diems Travel costs Interpretation (1 interpreter x 5 days) Translation of documents (100 pages) Activity	X X X X X X X X	250,00 € 375,00€ 228,00€ 600,00€ 150,00€ 13,00€	5 5 1 5 100	1.250,00 € 1.875,00€ 1.140,00 € 600,00€ 750,00 € 1.300,00€ 6.915,00 €	
Dages) Fotal Activity 1.1.3 Fotal BC Co-financing Activity 1.1.4 Description: Training of key personnel (1 expert, 5 working days) Expert fees Project management costs Per diems Travel costs Interpretation (1 interpreter x 5 days) Translation of documents (100 pages) Activity	X X X X X X X X	250,00 € 375,00€ 228,00€ 600,00€ 150,00€ 13,00€	5 5 1 5 100	1.250,00 € 1.875,00€ 1.140,00 € 600,00€ 750,00 € 1.300,00€ 6.915,00 €	nent to
Dages) Fotal Activity 1.1.3 Fotal BC Co-financing Activity 1.1.4 Description: Training of key personnel of 1 expert, 5 working days Expert fees Project management costs Per diems Travel costs Interpretation (1 interpreter x 5 days) Translation of documents (100 pages) Activity 1.2.1 Description: 15-days STE-mission to E duties and promotion scheme	X X X X X X X X	250,00 € 375,00€ 228,00€ 600,00€ 150,00€ 13,00€	5 5 1 5 100	1.250,00 € 1.875,00€ 1.140,00 € 600,00€ 750,00 € 1.300,00€ 6.915,00 €	nent to
Dages) Fotal Activity 1.1.3 Fotal BC Co-financing Activity 1.1.4 Description: Training of key personnel of texpert, 5 working days Expert fees Project management costs Per diems Travel costs Interpretation (1 interpreter x 5 days) Translation of documents (100 pages) Activity 1.2.1 Description: 15-days STE-mission to E duties and promotion scheme 1 expert, 15 working days	X X X X X X X SC, work grou	250,00 € 375,00€ 228,00€ 600,00€ 150,00€ 13,00€ 	5 5 1 5 100	1.250,00 € 1.875,00€ 1.140,00 € 600,00€ 750,00 € 1.300,00€ 6.915,00 € uitment, assignn	hent to
Dages) Fotal Activity 1.1.3 Fotal BC Co-financing Activity 1.1.4 Description: Training of key personnel of texpert, 5 working days Expert fees Project management costs Per diems Travel costs Interpretation (1 interpreter x 5 days) Translation of documents (100 pages) Activity 1.2.1 Description: 15-days STE-mission to E duties and promotion scheme 1 expert, 15 working	X X X X X X X X	250,00 € 375,00€ 228,00€ 600,00€ 150,00€ 13,00€	5 5 1 5 100	1.250,00 € 1.875,00€ 1.140,00 € 600,00€ 750,00 € 1.300,00€ 6.915,00 € uitment, assignn	hent to

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Per diems					
Travel		x 228,00		5 3.420,00 €	
costs		× 600,00)€	3 1.800,00 €	
Interpretation (1 interpreter x 15 days)		× 150,00)€ 1:	5 2.250,00€	
Translation of documents (100 pages)		x 13,00	€ 100	0 1.300,00 €	
Total Activity 1.2.1		2 2 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	net fil offensterenan left	18.145,00€	
Total BC Co-financing					
Activity 1.2.2					
Description: 15-days STE-mission tr	BC. work are	UD "modifying	ioh deseriette		
	i noix gio	ap moonying	job descriptions	tor middle to hi	gh
1 expert, 15 working days	Established				
Expert		250,00	<u>el ar</u>		
fees		230,001	€ 15	3.750,00 €	
Project management costs	X	375,00 €	E 15	5.625,00 €	<u> </u>
Per diems	x	228,00€	15	3.420,00 €	
Travel costs	x	600,00€	1	1.800,00 €	
nterpretation (1 interpreter x 15	×	150,00 €	15	2.250,00 €	
days) Translation of documents (100	<u> </u>			2.200,00 €	
ages)	X	13,00 €	100	1.300,00 €	
otal Activity 1.2.2				18.145,00€	Z. S. GLADA
otal BC Co-financing	400 <u>199</u> 5 843	nen en en	and the second s		
	The relation of the later of th			Second States and Second	E-den indering
ctivity 2,3			An Argenti Marcale		
escription: 10 days STE-mission to E	C, workaroup	" defining crite	tia for recruited	and a state of the second	A NE SOUD
	Constraint States Mark			ent, assignment	to duties
expert, 10 working ays	2011년 2011년 1월 19일 1월 19일 1일		the second second		alan galera
xpert			線管察院前建築	the state of the state of the	
es	í x	250 00 €	10	0.500.00.01	
	X	250,00 €	10	2.500,00 €	
oject management	x x	250,00 € 375,00 €	10 10	2.500,00 € 3.750,00 €	
oject management	x	375,00 €	10	3.750,00 €	
oject management DSTS er diems avel	x	375,00 <i>€</i> 228,00 <i>€</i>	10 10	3.750,00 € 2.280,00 €	
oject management DSTS er diems avel sts	x	375,00 € 228,00 € 600,00 €	10	3.750,00 €	
oject management DSTS er diems avel sts erpretation (1 interpreter x 10 ys)	x	375,00 <i>€</i> 228,00 <i>€</i>	10 10	3.750,00 € 2.280,00 €	
oject management DSTS er diems avel sts erpretation (1 interpreter x 10	x x x	375,00 € 228,00 € 600,00 €	10 10 2	3.750,00 € 2.280,00 € 1.200,00 €	
oject management DSTS er diems avel sts erpretation (1 interpreter x 10 ys) anslation of documents (100 ges) tal Activity 1.2.3	x x x x	375,00 € 228,00 € 600,00 € 150,00 €	10 10 2 10 100	3.750,00 € 2.280,00 € 1.200,00 € 1.500,00 € 1.300,00 €	
oject management DSTS er diems avel sts erpretation (1 interpreter x 10 ys) anslation of documents (100 ges)	x x x x	375,00 € 228,00 € 600,00 € 150,00 €	10 10 2 10 100	3.750,00 € 2.280,00 € 1.200,00 € 1.500,00 €	
oject management DSTS er diems avel sts erpretation (1 interpreter x 10 ys) anslation of documents (100 ges) tal Activity 1.2.3	x x x x	375,00 € 228,00 € 600,00 € 150,00 €	10 10 2 10 100	3.750,00 € 2.280,00 € 1.200,00 € 1.500,00 € 1.300,00 €	
oject management DSTS er diems avel sts erpretation (1 interpreter x 10 ys) anslation of documents (100 ges) tal Activity 1.2.3	x x x x	375,00 € 228,00 € 600,00 € 150,00 €	10 10 2 10 100	3.750,00 € 2.280,00 € 1.200,00 € 1.500,00 € 1.300,00 €	

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expert 10 working days	<u>7 医白的印度和 (部</u>	x	250,00€	10	2.500,00 €	
pert					3.750,00 €	
es oject management		x	375,00€	10	3.750,00 €	
sts			228,00€	10	2.280,00 €	
er diems		×		2	1.200,00 €	
avel		×	600,00€	2	1.200,00 0	·
ete .		x	150,00€	10	1.500,00€	
terpretation (1 interpreter x 10		^				
ays) ranslation of documents (100		x	13,00€	100	1.300,00 €	
ages)					12.530,00 €	
otal Activity 1.2.4				Storing Allerian and A		
otal BC Co-financing	感性的感望	/前後/34	的。这个时间的	tie of sheet sheet		
			es autor all cards	and the particular of	Care of the second	
ctivity 1.2.5		CO 652 (D)				
escription: Training on recruitment m	atters					
expert, 5 working days						Second Cold
		X	250,00€	5	1.250,00 €	
xpert fees	╞╴╌╸╌╾┼╌╸	X	375,00€	5	1.875,00€	
Project management costs	<mark>└───</mark>		228,00€		1.140,00 €	
Per diems		Х			600,00€	
ravel costs		X	600,00€			
nterpretation (1 interpreter x 5		X	150,00€	5	750,00€	
lays)				100	1.300,00€	
Translation of documents (100		X	13,00€	100	1.300,000	
pages)					6.915,00 €	
Total Activity 1.2.5	ENTERNOL	a dan dan da				
Total BC Co-financing			a set on the set	Sector and the sector of the		<u> Antonio (March</u>
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A						
Activity 1.3.1		1)	말맞앉말말말			
				ye ~~~~~ ~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~	STATES CONTRACTOR STATES ST	
Description 10 days STE-mission to	BC, wor	k group	: developing	concepts for	ang a ca Succession	
1.3.1 Description 10 days STE-mission to evaluation of RP staff performance	BC, wor	k group	: developing	concepts for	96 194 04 02 05 00 04 04 	
Description 10 days STE-mission to evaluation of RP staff performance 1 expert, 10 working days	BC, wor		an an an Sel Series Sel Series		2.500.00 €	
evaluation of RP staft performance 1 expert,10 working days Expert	BC, wor	k group x	: developing 250,00 €			
evaluation of RP staft performance 1 expert,10 working days Expert fees	BC, wor	x	an an an Sel Series Sel Series	10		
evaluation of RP staft performance 1 expert, 10 working days Expert fees Project management	BC, wor		250,00 €	= 10 = 10	3.750,00€	
evaluation of RP staft performance 1 expert 10 working days Expert fees Project management costs	BC, wor	x	250,00 € 375,00 € 228,00 €	E 10 E 10 E 10	3.750,00 € 2.280,00 €	
evaluation of RP staft performance 1 expert, 10 working days Expert fees Project management costs Per diems	BC, wor	x x	250,00 €	E 10 E 10 E 10	3.750,00 € 2.280,00 €	
evaluation of RP staft performance 1 expert, 10 working days Expert fees Project management costs Per diems Travel costs	BC, wor	x x x x x	250,00 € 375,00 € 228,00 € 600,00 €	ε 10 ε 10 ε 10 ε 2	3.750,00 € 2.280,00 € 1.200,00 €	
evaluation of RP staft performance 1 expert, 10 working days Expert fees Project management costs Per diems Travel costs		x x x	250,00 € 375,00 € 228,00 €	ε 10 ε 10 ε 10 ε 2	3.750,00 € 2.280,00 € 1.200,00 €	
evaluation of RP staft performance 1 expert 10 working days Expert fees Project management costs Per diems Travel costs Interpretation (1interpreter x 10 days)	BC; wor	x x x x x x	250,00 € 375,00 € 228,00 € 600,00 € 150,00 €	₹ 10 ₹ 10 € 10 € 2 € 10	3.750,00 € 2.280,00 € 1.200,00 € 1.500,00 €	
evaluation of RP staft performance 1 expert 10 working days Expert fees Project management costs Per diems Travel costs Interpretation (1interpreter x 10 days) Translation of documents (100		x x x x x	250,00 € 375,00 € 228,00 € 600,00 €	₹ 10 ₹ 10 € 10 € 2 € 10	3.750,00 € 2.280,00 € 1.200,00 € 1.500,00 € 1.300,00 €	
evaluation of RP staft performance 1 expert 10 working days Expert fees Project management costs Per diems Travel costs Interpretation (1interpreter x 10 days) Translation of documents (100 pages)		x x x x x x	250,00 € 375,00 € 228,00 € 600,00 € 150,00 €	₹ 10 ₹ 10 € 10 € 2 € 10	3.750,00 € 2.280,00 € 1.200,00 € 1.500,00 €	
evaluation of RP staft performance 1 expert 10 working days Expert fees Project management costs Per diems Travel costs Interpretation (1interpreter x 10 days) Translation of documents (100 pages) Total Activity 1.3.1	BC, wor	x x x x x x	250,00 € 375,00 € 228,00 € 600,00 € 150,00 €	₹ 10 ₹ 10 € 10 € 2 € 10	3.750,00 € 2.280,00 € 1.200,00 € 1.500,00 € 1.300,00 €	
evaluation of RP staft performance 1 expert 10 working days Expert fees Project management costs Per diems Travel costs Interpretation (1interpreter x 10 days) Translation of documents (100 pages)		x x x x x x	250,00 € 375,00 € 228,00 € 600,00 € 150,00 €	₹ 10 ₹ 10 € 10 € 2 € 10	3.750,00 € 2.280,00 € 1.200,00 € 1.500,00 € 1.300,00 €	
evaluation of RP staft performance 1 expert 10 working days Expert fees Project management costs Per diems Travel costs Interpretation (1interpreter x 10 days) Translation of documents (100 pages) Total Activity 1.3.1		x x x x x x	250,00 € 375,00 € 228,00 € 600,00 € 150,00 €	₹ 10 ₹ 10 € 10 € 2 € 10	3.750,00 € 2.280,00 € 1.200,00 € 1.500,00 € 1.300,00 €	
evaluation of RP staft performance 1 expert 10 working days Expert fees Project management costs Per diems Travel costs Interpretation (1interpreter x 10 days) Translation of documents (100 pages) Total Activity 1.3.1		x x x x x x	250,00 € 375,00 € 228,00 € 600,00 € 150,00 €	₹ 10 ₹ 10 € 10 € 2 € 10	3.750,00 € 2.280,00 € 1.200,00 € 1.500,00 € 1.300,00 €	

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rewards and disciplinary measures 1 expert, 10 working	Street German				
days	전 위조 관습	and setting the			
Expert	x	250,0	0€	10 2.500,00€	
Project management	x	375,0	0€	10 3.750,00€	
costs Per diems					
Travel	X	228,0		10 2.280,00 €	
costs	x	600,0	0€	2 1.200,00 €	
Interpretation (1 interpreter x 10 days)	×	150,00	0€	10 1.500,00 €	
Translation of documents (100	x	13,00		00 1.300.00 €	
pages)				00 1.300,00 €	
Total Activity 1.3.2				12.530,00 €	
Total BC Co-financing				The standard standard standard	
		1			
Activity 1.3.3	- 2 2 2 2 2	Gentadoria Sterio	The fact and the second second		662956
Description: 10 days STE-mission to BC	work group	D			
1 experts, 10 working days			and the second sec		
Expert fees	x	250,00	<u>€ 1</u>	0 2.500,00 €	
Project management costs	x	375,00		0 3.750,00 €	
Per diems	x	228,00		0 2.280,00 €	
ravel costs		600,00			
nterpretation (1 interpreter x 10 ays)	x	150,00			
ranslation of documents (100 ages)	x	13,00 (10	0 1.300,00 €	
otal Activity 1.3.3	19 19 03 19			12.530,00 €	
otal BC Co-financing					전 관계 전 관계
		- <u> </u>		<u> Alexandra a sa karanga</u>	1.00
ctivity 1.3.4			<u> </u>]]	
escription: 5 days STE-mission –train	ning on per	formance e	valuation meth	ods	
expert, 5 working days					
opert fees	X	250,00€	5	1.250,00 €	
oject management costs	X	375,00€	5	1.875,00€	
er diems	X	228,00€	5	1.140,00 €	
avel costs	Х	600,00€	1	600,00€	
erpretation (1 interpreter x 5 ys)	X	150,00€	5	750,00 €	
anslation of documents (100 ges)	X	13,00€	100	1.300,00€	
tal Activity 1.3.4				6.915,00 €	
al BC Co-financing					- 2001년 - 1993년 - 1993년 1993년

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Activity 1.4.1. Description: 15 days STE-missionre	nulowing an	d analysing	relevant strate	gic documer	nts
Description: 15 days STE-mission -re	eviewing an			<u> (</u>	
1 expert, 15 working days		250,00€	15	3.750,00 €	<u></u>
Expert fees	X		15	5.625,00 €	
Project management costs	X	375,00 €			
Per diems	X	228,00 €	15	3.420,00€	
	X	600,00€	3	1.800,00 €	
Travel costs	<u> </u>	150,00 €	15	2.250,00 €	
nterpretation (1 interpreter x15					
days) Translation of documents (100	X	13,00 €	100	1.300,00 €	
pages)				18.145,00€	
Total Activity 14.1.				18,145,000	
Total BC Co-financing		a de la carda a		國國主要的主要目的	Con Realized
Total DO OC Intel10.3					
		Storage and Arriver	A A A A A A A A A A A A A A A A A A A		

Description: 15 days STE-mission – I	Drafting a str	ategy for R	P Education an	d Training S	trategy
1 expert, 15 working days	1993 (B. 1995)	일이 있는 것이 없는 것이 없다.		3.750,00€	A STATE OF A
Expert fees	X	250,00€	15		
	- X	375,00 €	15	5.625,00 €	
Project management costs	- X	228,00€	· · · · · · · · · · · · · · · · · · ·	3.420,00€	
Per diems				1.800,00€	
Travel costs	X	600,00€			
Interpretation (1 interpreter x 15	X	150,00€	15	2.250,00 €	
days) Translation of documents (100	X	13,00€	100	1.300,00€	
pages)				18.145,00€	
Total Activity 1.4.2.					
Total BC Co-financing					senda de contra de co El contra de

Activity 1.5.1.

Description: 15 days STE-mission – reviewing and analysing the current police education and training system

udning system	and the second second	A REALIZED OF THE				
1 expert, 15 working days	2007-0210002-0	<u></u>		15	3.750,00€	
Expert fees		Х	250,00€			
Project management costs		Х	375,00 €	15		
		X	228,00€	15	3.420,00 €	
Per diems					1.800,00€	
Travel costs		X	600,00€			
Interpretation (1 interpreter x 15		X	150,00€	15	2.250,00€	
					4 000 00 6	
days) Translation of documents (100		Х	13,00 €	100	1.300,00€	
Translation of door					40.445.005	
pages) Total Activity 1.5.1.			1911 (Sec. 8) (Sec. 8)		18.145,00€	a de la comercia de
	Anton Church		1.000	and the second second		
Total BC Co-financing			<u> 18 92 98 98 19 1</u>			Contraction of the second second
u yang di di kalawasa dinta tang tang salawan sa						

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	1.5.2

Description: 15 days STE-mission – d 1 expert, 15 working days					
					ang Marangawan P
Expert fees	X	250,00 €	15	3.750,00 €	
Project management costs	Х	375,00€	15	5.625,00 €	
Per diems	X	228,00 €	15	3.420,00 €	
Travel costs	X	600,00€	3	1.800,00 €	
Interpretation (1 interpreter x 15 days)	X	150,00 €	15	2.250,00 €	
Translation of documents (100 pages)	x	13,00 €	100	1.300,00€	
Total Activity 1.5.2				18.145,00€	
Total BC Co-financing		Manga Kané Katén	energi (Selandar IS) e		

Activity 1.5.3

Description: 10 days STE-mission – drafting amendments to relevant regulations 1 experts, 10 working days

i experis, in working days				and the second second	ener et al angeler a
Expert fees	X	250,00€	10	2.500,00 €	
Project management costs	X	375,00 €	10	3.750,00 €	
Per diems	 X	228,00€	10	2.280,00 €	
Travel costs	X	600,00€	2	1.200,00 €	
Interpretation (1 interpreter x 10 days)	X	150,00€	10	1.500,00 €	
Translation of documents (100 pages)	 x	13,00€	100	1.300,00 €	
Total Activity 1.5.3				12.530,00 €	
Total BC Co-financing					

Activity 1.5.4

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Description: 5 days STE-mission – tr 1 expert, 5 working days					
Expert fees	X	250,00 €	5	1.250,00 €	
Project management costs	X	375,00€	5	1.875,00€	
Per diems	X	228,00€	5	1.140,00 €	
Travel costs	X	600,00€	1	600,00€	
Interpretation (1 interpreter x 5 days)	X	150,00€	5	750,00 €	
Translation of documents (100 pages)	X	13,00€	100	1.300,00€	
Total Activity 1.5.4				6,915,00 €	
Total BC Co-financing					

Activity 1.6.1.

Description: 15 days STE-mission – reviewing and analysing of current curricula for police education and training

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1 expert, 15 working days		88 1 10 10 10 10 10 10 10 10 10 10 10 10 1	and the step of the first star	and a second state	
Expert fees	Х	250,00€	15	3.750,00€	
Project management costs	X	375,00€	15	5.625,00€	
Per diems	X	228,00€	15	3.420,00 €	
Travel costs	X	600,00€	3	1.800,00€	
Interpretation (1 interpreter x 15	Х	150,00€	15	2.250,00€	
days) Translation of documents (100 pages)	X	13,00€	100		
Total Activity 1.6.1.				18.145,00€	
Total BC Co-financing		anda ar sinta ag			
	<u></u>				
	<u> </u>	the second second second second	and the second	·····································	

Activity 1.6.2.

1 expert, 15 working days					
Expert fees	X	250,00€	15	3.750,00€	
Project management costs	X	375,00€	15	5.625,00€	
Per diems	X	228,00€	15	3.420,00 €	
Travel costs	X	600,00€	3	1.800,00 €	
Interpretation (1 interpreter x 15	X	150,00€	15	2.250,00 €	
days) Translation of documents (100	X	13,00€	100	1.300,00€	
pages) Total Activity 1.6.2.				18.145,00€	
Total BC Co-financing				n an State	

Activity 1.6.3

1 expert, 15 working days					
Expert fees	X	250,00€	15	3.750,00€	
Project management costs	 Х	375,00€	15	5.625,00 €	
Per diems	 X	228,00€	15	3.420,00€	
Travel costs	 х	600,00€	3	1.800,00€	
Interpretation (1 interpreter x 5 days)	 X	150,00€	15	2.250,00€	
Translation of documents (100 pages)	X	13,00€	100		
Total Activity 1.6.3.				18.145,00€	
Total BC Co-financing					

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Activity 1 6 4

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Description: 15 days STE-mission -	Drafting n	ew training ma	aterials		2018 (S. 16)
1 expert, 15 working days					
Expert fees	Х	250,00 €	15	3.750,00 €	
Project management costs	X	375,00 €	15	5.625,00 €	
Per diems	Х	228,00 €	15	3.420,00 €	
Travel costs	Х	600,00 €	3	1.800,00 €	
Interpretation (1 interpreter x 15 days)	X	150,00 €	15	2.250,00 €	
Translation of documents (100 pages)	X	13,00 €	100	1.300,00 €	
Total Activity 1.6.4.			2011 - 1911 - 1911 - 1911 - 1911 - 1911 - 1911 - 1911 - 1911 - 1911 - 1911 - 1911 - 1911 - 1911 - 1911 - 1911 -	18.145,00€	
	가장이 있는 것 같은 것은 것을 가장하는 것을 수 있다.				
Total BC Co-financing	raining of tr	rainers on new			
Total BC Co-financing			<u>an ann an thair an tha</u>		
Total BC Co-financing	experts, 5	working days			
Total BC Co-financing Activity 1.6.5 Description: 5 days STE-mission - T Expert fees	experts, 5	working days 250,00 €	5	1.250,00 €	
Total BC Co-financing Image: Content of the second state of	experts, 5	working days 250,00 € 375,00€	5 5	1.250,00 € 1.875,00€	
Total BC Co-financing Image: Content of the second state of	experts, 5	working days 250,00 € 375,00€ 228,00€	5	1.250,00 € 1.875,00€ 1.140,00 €	
Total BC Co-financing Image: Content of the second state of	experts, 5 X X X X X	working days 250,00 € 375,00€	5 5	1.250,00 € 1.875,00€	
Total BC Co-financing Image: Content of the second state of	experts, 5 X X X X X X X X X	working days 250,00 € 375,00€ 228,00€	5 5 5 5	1.250,00 € 1.875,00€ 1.140,00 €	
Total BC Co-financing Image: Content of the second state of	experts, 5 X X X X X	working days 250,00 € 375,00€ 228,00€ 600,00€	5 5 5 1	1.250,00 € 1.875,00€ 1.140,00 € 600,00€	
Total BC Co-financing Image: Content of the second state of	experts, 5 X X X X X X X X X	working days 250,00 € 375,00€ 228,00€ 600,00€ 150,00€	5 5 5 1 5	1.250,00 € 1.875,00€ 1.140,00 € 600,00€ 750,00 €	

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Description: 15 days STE-mission – Developing rules and tools to evaluate police education and training

	1 expert, 15	working da	ys		
Expert fees	X	250,00 €	15	3.750,00 €	Regional Activities and a
Project management costs	X	375,00 €	15	5.625,00 €	
Per diems	Х	228,00€	15	3.420,00 €	
Travel costs	X	600,00€	3	1.800,00 €	
Interpretation (1 interpreter x 15 days)	X	150,00 €	15	2.250,00 €	
Translation of documents (100 pages)	x	13,00 €	100	1.300,00 €	
Total Activity 1.7.1				18.145,00€	
Total BC Co-financing				10.140,000	
	<u>640 (1893) (1893)</u>	<u>anan nga</u> gi	19월 19일 - 19g - 19g - 19g - 19g - 19g - 19g - 19g - 19g - 19g - 19g - 19g		

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Activity 1.8.1.

Description: 10 days STE-mission – – Establishing criteria for identification of institution providing lecturers and for selection of lecturers

	1 exp	oert, 10 v	working day	/S		
Expert fees	<u></u>	X	250,00 €	10	2.500,00€	
Project management costs		X	375,00€	10	3.750,00€	
Per diems		X	228,00 €	10	2.280,00 €	
Travel costs		- x	600,00€	2	1.200,00€	
Interpretation (1 interpreter x 10 days)		х	150,00 €	10	1.500,00€	
Translation of documents (100 pages)		X	13,00€	100	1.300,00€	en server a construction and a la construction
Total Activity 1.8.1.					12.530,00€	
Total BC Co-financing	Storie Station Fr					
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Activity 1.8.2.

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Description: 10 days STE-mission – Designing and implementing database of lecturers and trainers

	and Long Net Carl		working day	10		
	1 8		working day			
Expert fees		X	250,00€	10	2.500,00 €	
Project management costs	_	X	375,00€	10	3.750,00 €	
Per diems		X	228,00€	10	2.280,00 €	
Travel costs		X	600,00€	2	1.200,00€	
Interpretation (1 interpreter x 10 days)		X	150,00€	10	1.500,00 €	
Translation of documents (100 pages)		X	13,00€	100	1.300,00€	
Total Activity 1.8.2.					12.530,00 €	
Total BC Co-financing			gan di gada Si Ngang di gada si Si			
Total project activities					383.230,00 €	
Total BC Co-financing project activities						13.000,00€
Provision for changes in prices					17.120,00€	
GENERAL TOTAL					650.000,00 €	

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