# EUROREGION BALTIC ACTION PLAN 2014 -2015

Klaipeda, 20<sup>th</sup> March 2014

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#### **Abbreviations**

| 1. The ab | breviations used in the tables are:          |      |                                    |
|-----------|--|------|------------------------------------|
| AP        | Action Plan                                  | JDP  | Joint Development Programme        |
| BSLF      | Baltic Sea Labour Forum                      | JPC  | Joint Programming Committee        |
| BSSSC     | Baltic Sea States Sub-regional Cooperation   | HA   | Horizontal Action                  |
| BSR       | Baltic Sea Region                            | HLG  | High Level Group                   |
| B2B       | Business to Business                         | MC   | Monitoring Committee               |
| CoR       | Committee of the Regions                     | MO   | Member Organisation                |
| СР        | Cohesion Policy                              | PA   | (EUSBSR) Priority Area             |
| EB        | Executive Board                              | PAC  | (EUSBSR) Priority Area Coordinator |
| EC        | European Commission                          | RCKC | Regional Council in Kalmar County  |
| EEN       | Enterprise Europe Network                    | RS   | Regional Secretariat               |
| EGTC      | European Grouping of Territorial Cooperation | SBA  | South Baltic Area                  |
| ENI       | European Neighbourhood Instrument            | SBP  | South Baltic Programme             |
| ETC       | European Territorial Cooperation             | SC   | Steering Committee                 |
| EUSBSR    | EU Strategy for the Baltic Sea Region        | TF   | Task Force                         |
| FP        | (EUSBSR) Flagship Project                    | ToR  | Terms of Reference                 |
| IPS       | International Permanent Secretariat          | WCG  | ERB Water Core Group               |
|           |  | YB   | Youth Board                        |

2. The phrase "no extra resources required" should be understood that the planned activities are financed through the ERB joint budget (from membership fees) <u>and/or</u> resources allocated by each region to cover the cost related to the organisation of and participation in ERB events such as meetings of EB, YB and RS.

#### Background

Euroregion Baltic (ERB) Action Plan for 2014 – 2015 was adopted on 20<sup>th</sup> March 2014 at the beginning of the new presidency within the organisation assumed by the Association Klaipeda Region. ERB stakeholders believe that biennial action plans are an effective tool enabling them to focus their efforts more precisely, to streamline their resources more efficiently and to concretise results they expect in a clearer manner. Such was the objective for this Action Plan, as well.

#### Goals

The ERB 2020 Agenda (adopted in 2010) provided the necessary strategic framework by defining the vision for Euroregion Baltic. According to the vision, in 2020 ERB will be a more dynamic tool to tackle common challenges observed by its members, and a strengthened political leverage in the cross-border cooperation of the Baltic Sea Region. Having analysed the implementation of the ERB Action Plan for 2013 and 2014, this Action Plan marks the first step in making the vision of the Agenda more attainable. Therefore, it recommends the activities which will contribute to the implementation of the two goals of ERB 2020 Agenda: making ERB an effective political tool, as well as making ERB efficient in dealing with common challenges.

#### Actions

The actions planned to help ERB stakeholders tackle common challenges take into account interests and ambitions proposed by the member organisations. These concern joint efforts aiming at supporting youth cooperation within the ERB Youth Board, fostering B2B cooperation with focus on clusters, innovation and SME internationalisation, continuing our platform to address labour market mobility and youth unemployment challenges, and at cooperating around water related issues in the ERB regions.

The actions designed in order to improve the political role of ERB are divided into external and internal ones. Externally, ERB will participate in the implementation of ETC and ENI programmes in the Baltic Sea Region, and in the implementation of the EU Strategy for the Baltic Sea Region, as well as cooperate with relevant actors at the EU, national and regional levels. Internal efforts will focus on the enhancement of the stakeholder approach and the enhancement of ERB internally.

#### **Monitoring**

ERB Action Plan for 2014 – 2015 gives an outline of activities, each of which will require specific structure and framework that are impossible to define at the present moment and will have to be agreed at a later time. Therefore, the role of the ERB Executive Board is crucial in the regular monitoring of its implementation. The most important criterion while assessing and guiding the delivery of the planned results should be the level of their contribution to the goals of the ERB 2020 Agenda. Moreover, this Action Plan also indicates the source and size of the incoming joint resources, as well as their allocation and expenditure, which will be part of the monitoring activities by the ERB Executive Board.

## List of activities

## Goal: to strengthen political role in the cross-border cooperation in the BSR

| Ext   | ernal Action: participating in t  |  | n of ETC  |
|---|---|--|---|
|   | and ENI programme<br>ERB 2020 Agenda Focus  |  |   |
| Results   | Time Framework  | Actors responsible<br>(leader in bold)                 | Resources<br>(financial, human, political)  |
| representation in SBP JPC<br>and SBP TF and<br>participation in their<br>meetings   | SBP JPC and TF meetings to be<br>held <u>January - March 2014;</u><br>reporting by TF on CP at EB<br>meetings;            | TF on CP, EB, YB,<br>IPS                               | F – no extra resources required<br>H - hours of TF on CP, YB, IPS<br>P – process overseen by EB                           |
| representation in MC and<br>SC in SBP 2007 – 2014, as<br>well as in MC in SBP 2014 -<br>2020                                      | MC and SC meetings to be held<br><u>throughout 2014 and 2015</u> ;<br>reporting by TF on CP at EB<br>meetings;            | <b>TF on CP</b> , EB, YB,<br>IPS                       | F – extra resources required for<br>travel of MC member<br>H - hours of IPS, EB<br>P – process overseen by EB             |
| information exchange with<br>other ETC and ENI<br>programmes of<br>geographical relevance   | throughout 2014 and 2015 during online meetings of TF on CP;  | TF on CP, YB, IPS                                      | F – no extra resources required<br>H - hours of TF on CP, YB, IPS<br>P – none   |
| dialogue with EC and national authorities   | <u>throughout 2014 and 2015</u> as<br>initiated by EB and TF on CP;<br>reporting by TF on CP at EB<br>meetings;           | <b>TF on CP</b> , EB, YB,<br>IPS                       | F – no extra resources required<br>H - hours of TF on CP, YB, IPS<br>P – process overseen by EB                           |
| Exter   | nal Action: participating in the  | e implementation of                                    | of EUSBSR   |
|   | ERB 2020 Agenda Focus   |  |   |
| Results   | Time Framework  | Actors responsible<br>(leader in bold)                 | Resources<br>(financial, human, political)  |
| dialogue with EC, HLG,<br>PACs and national<br>authorities  | <u>throughout 2014 and 2015</u> - as<br>initiated by EB and TF on CP;<br>reporting by TF on CP at EB<br>meetings;         | <b>TF on CP</b> , EB, YB,<br>IPS, TF on Labour,<br>WCG | F – no extra resources required<br>H - hours of TF on CP, YB, IPS, TF<br>on Labour, WCG<br>P – process overseen by EB     |
| involvement in EUSBSR PAs<br>and FPs within areas of<br>interest for ERB  | <u>throughout 2014 and 2015</u> -<br>dialogue coordinated by EB and<br>TF on CP; reporting by TF on CP<br>at EB meetings; | <b>TF on CP</b> , YB, IPS,<br>RS, TF on Labour,<br>WCG | F – no extra resources required<br>H - hours of TF on CP, YB, IPS,<br>RS, TF on Labour, WCG<br>P – process overseen by EB |
| 7 <sup>th</sup> Baltic Sea Tourism<br>Forum: Business,<br>Innovation & Partnership in<br>Karlskrona, Sweden                       | <u>April – September</u> – specifying<br>scope of participation<br><u>on 1-2 October 2014</u> –<br>participation          | TF on CP, EB, YB,<br>IPS, TF on Labour,<br>WCG         | F – extra resources may be<br>required for travel<br>H - hours of TF on CP, IPS, RS<br>P – none                           |
| E   | external Action: holding dialog   |  | ictors  |
| Results   | ERB 2020 Agenda Focus Area<br>Time Framework  | Actors responsible<br>(leader in bold)                 | Resources<br>(financial, human, political)  |
| exchange of information<br>with the European<br>Commission, European<br>Parliament, Committee of<br>the Regions, EURES<br>network | throughout 2014 and 2015  | IPS, EB, YB, TF on<br>CP, TF on Labour,<br>WCG         | F – no extra resources required<br>H - hours of IPS, YB, TF on CP, TF<br>on Labour, WCG<br>P – none                       |
| exchange of information<br>with the other BSR<br>organisations  | throughout 2014 and 2015  | IPS, EB, YB, TF on<br>CP, TF on Labour,<br>WCG         | F – no extra resources required<br>H - hours of IPS, YB, TF on CP, TF<br>on Labour, WCG<br>P – none                       |
| exchange of information<br>with the relevant regional<br>offices in Brussels  | throughout 2014 and 2015  | <b>IPS</b> , EB, YB, TF on<br>CP, TF on Labour,<br>WCG | F – no extra resources required<br>H - hours of IPS, YB, TF on CP, TF<br>on Labour, WCG<br>P – none                       |

## Goal: to strengthen political role in the cross-border cooperation in the BSR

|   | Internal Action: reinforcing   | stakeholder approa   | ach  |
|---|--|--|--|
|   | ERB 2020 Agenda Focus Are  | a: Strategic Actions                                       |  |
| Results   | Time Framework   | Actors responsible<br>(leader in bold)                     | Resources<br>(financial, human, political)   |
| 5 <sup>th</sup> Annual Forum of ERB<br>Stakeholders               | on 9-10.06.2014 – ideas for 5 <sup>th</sup><br>Forum discussed and agreed;<br>on 27.10.2014 – Forum held in<br>Gdańsk to be combined with<br>Pomorskie Energy Days;  | <b>EB</b> , YB, IPS, RS, TF<br>on Labour, TF on<br>CP, WCG | F – no extra resources required<br>H - hours of YB, IPS, RS, TF on<br>Labour, TF on CP, WCG<br>P – ideas for 5 <sup>th</sup> Forum<br>discussed and agreed by EB |
| EB meetings around ERB  | on 20.03.2014 – meeting in<br>Klaipeda, Lithuania;<br>on 05.05.2014 – online meeting<br>in relation to IPS head<br>employment<br>on 9-10.06.2014 – meeting in<br>Växjö, Sweden with an<br>international conference on<br>youth education & employment;<br>on 28.10.2014 – meeting in<br>Gdańsk, Poland with 5 <sup>th</sup> Annual<br>Forum of ERB Stakeholders; | EB, YB, IPS, RS, TF<br>on Labour, TF on<br>CP, WCG         | F – no extra resources required<br>H - hours of YB, IPS, RS, TF on<br>Labour, TF on CP, WCG<br>P – decisions by EB stipulated in<br>meeting agendas              |
| study visits for EB   | throughout 2014 and 2015 to accompany EB meetings  | IPS, EB, YB, RS  | F – no extra resources required<br>H - hours of YB, IPS, RS<br>P – none  |
| overview of JDP<br>implementation                                 | between April and October 2014<br>– fact finding around ERB JDP;<br>collecting information relevant to<br>assess JDP implementation;<br>on 28.10.2014 – discussion<br>around collected information &<br>recommendations for ERB work   | <b>EB</b> , YB, IPS, RS, TF<br>on Labour, TF on<br>CP, WCG | F – no extra resources required<br>H - hours of YB, IPS, RS, TF on<br>Labour, TF on CP, WCG<br>P – agreed by EB  |
| ERB Secretariats contacts   | <u>continuously</u> – email exchange;<br><u>every first Thursday of the month</u><br>– online RS meeting;<br><u>on 27-28.01.2014</u> - face2face<br>meeting in Gdansk;<br><u>on 9-10.06.2014</u> – face2face<br>meeting in Växjö   | <b>IPS</b> , YB, RS  | F – no extra resources required<br>H - hours of YB, IPS, RS<br>P – none  |
|   | Internal Action: strengthe   | ning ERB internally  | v  |
|   | ERB 2020 Agenda Focus Are  |  | •  |
| Results   | Time Framework   | Actors responsible<br>(leader in bold)                     | Resources<br>(financial, human, political)   |
| hosting of IPS function<br>from 1 <sup>st</sup> July 2014 onwards | on 20.03.2014 – proposal<br>specifying the IPS hosting and its<br>location presented by the Polish<br>partners;<br>on 20.03.2014 – discussion and<br>decision on the location of IPS;  | EB, MOs, RS, IPS   | F – no extra resources required<br>H - hours of IPS, RS<br>P – EB decisions on the hosting<br>of IPS function  |
| description of IPS function                                       | on 20.03.2014 – ToR adopted<br>specifying IPS activities, roles and<br>responsibilities of ERB partners<br>and employment conditions for<br>new IPS Head;<br><u>April - June 2014</u> –<br>implementation of ToR;  | EB, MOs, RS, IPS   | F – no extra resources required<br>H - hours of IPS, RS<br>P – EB decisions on ToR and<br>employment of IPS Head   |
| future legal status for ERB                                       | <u>throughout 2014</u> – discussed and supervised by EB;   | <b>EB</b> , MOs, TF on CP,<br>IPS                          | F – no extra resources required<br>H - hours of TF on CP, IPS<br>P – EB decisions on further<br>steps  |

| Actic   | on: supporting youth cooperat   |  | uth Board  |
|---|---|--|--|
|   | ERB 2020 Agenda Focus Are   | a: Strategic Actions                   |  |
| Results   | Time Framework  | Actors responsible<br>(leader in bold) | Resources<br>(financial, human, political)   |
| improved level of work in<br>YB and enhanced level of<br>participation in ERB TFs   | between March 2014 and March<br>2015  | <b>YB</b> , IPS, RS, EB                | F - none<br>H – hours of YB, IPS, RS<br>P – decisions by YB and EB   |
| new effective structure   | between January and March<br>2014 – YB develops a proposal on<br>new structure;<br>on 20.03.2014 - YB decides on<br>new structure;  | ΥВ                                     | F – none<br>H – hours of YB<br>P – decision by YB  |
| projects in 2014  | between January and March<br>2014 – YB discusses project(s) to<br>be implemented in 2014;<br>on 20.03.2014 – YB presents<br>project proposal(s) to EB before<br>further development;<br>on 9-10.06.2014 - YB presents<br>ready application(s) to EB for<br>decision;      | <b>YB</b> , IPS, RS, EB                | F – extra resources may be<br>required<br>H – hours of YB, IPS, RS<br>P – decision by YB and EB  |
| continued implementation<br>of SYPERB project   | between January and July 2014 -<br>with possible prolongation until<br>end of 2014;   | <b>YB</b> , IPS, RS                    | F – none<br>H – hours of YB, IPS, RS<br>P – decision by YB   |
| EVS volunteer   | between January and May 2014 –<br>YB (assisted by IPS and RS)<br>identify a host for EVS volunteer<br>and develop an application;<br>on 9-10.06.2014 – decision taken<br>by YB and EB on EVS project;<br>between July 2014 and January<br>2015 – EVS project implemented; | <b>YB,</b> IPS, RS, EB                 | F – none<br>H – hours of YB, IPS, RS<br>P – decision by YB and EB  |
|   | Action: facilitating wa   | ter cooperation                        |  |
|   | ERB 2020 Agenda Focus Are   | a: Strategic Actions                   |  |
| Results   | Time Framework  | Actors responsible (leader in bold)    | Resources<br>(financial, human, political)   |
| WCG meetings around ERB   | <u>throughout 2014 and 2015</u> twice<br>a year   | RCKC, MOs                              | F – extra resources required<br>H - hours of WCG, IPS, RS<br>P – politicians involved in WCG   |
| dissemination of Moment<br>project results  | spring 2014   | WCG, IPS, RS                           | <ul> <li>F – no extra resources required</li> <li>H - hours of WCG, IPS, RS</li> <li>P – politicians involved in WCG</li> </ul>                            |
| development and<br>submission of WaterNets<br>project application   | <u>throughout 2014</u>  | RCKC, MOs, WCG,<br>IPS, RS             | <ul> <li>F – no extra resources required</li> <li>H - hours of WCG, IPS, RS</li> <li>P – support by EB and</li> <li>politicians involved in WCG</li> </ul> |
| revision of WCG working<br>plan, incl. identification of<br>co-operation fields and/or<br>projects through a web<br>questionnaire to local and<br>regional authorities in ERB | <u>throughout 2014</u>  | WCG, MOs, TF on<br>CP, IPS, RS         | F – no extra resources required<br>H - hours of WCG, TF on CP ,<br>IPS, RS<br>P – support by EB  |
| 5 <sup>th</sup> ERB Water Forum   | <u>in 2015</u>  | WCG, MOs, TF on<br>CP, IPS, RS         | F – extra resources may be<br>required<br>H - hours of WCG, TF on CP ,<br>IPS, RS<br>P – support by EB   |

## Goal: to be a more dynamic tool to tackle common challenges

| Results   | Time Framework  | a: Strategic Actions                                       | Resources   |
|---|---|--|---|
| Results   |   | Actors responsible (leader in bold)                        | (financial, human, political)   |
| overview of development<br>strategies in ERB regions;<br>special focus placed on<br>areas prioritised by ERB:<br>B2B and innovation (smart<br>specialisation, SMEs<br>internationalisation),<br>labour market issues<br>(development of human<br>resources and competence<br>strategies), protection of<br>natural resources (water)<br>and cultural resources<br>(tourism) | between April and October 2014<br>– analysing regional strategies in<br>parallel to JDP implementation<br>assessment; identifying common<br>areas in relation to ERB 2020<br>Agenda and this AP<br>on 28.10.2014 – presentation of<br>conclusions & recommendations<br>for ERB work | EB, YB, IPS, RS, TF<br>on Labour, TF on<br>CP, WCG         | F – no extra resources required<br>H - hours of YB, IPS, RS, TF on<br>Labour, TF on CP, WCG<br>P – agreed by EB |
| presentation of a study<br>investigating the potential<br>for B2B cooperation<br>between SMEs in South<br>Sweden and North Poland   | on 28.10.2014 – presentation of<br>the study, discussion on possible<br>role for ERB in the further<br>process  | RCKC, EB, YB, IPS,<br>RS, TF on Labour, TF<br>on CP, WCG   | F – no extra resources required<br>H - hours of YB, IPS, RS, TF on<br>Labour, TF on CP, WCG<br>P – agreed by EB |
| dissemination of results<br>from Baltic Sea Cluster<br>Development Centre   | throughout 2014 and 2015  | IPS, RS  | F – no extra resources required<br>H - hours of IPS, RS<br>P – none   |
| organising a conference on<br>events marketing and<br>events innovations  | <u>throughout 2014</u> - preparations<br><u>in 2015</u> – conference held in<br>relation to 6 <sup>th</sup> Annual Forum of<br>ERB stakeholders   | <b>EB</b> , YB, IPS, RS, TF<br>on Labour, TF on<br>CP, WCG | F – no extra resources required<br>H - hours of YB, IPS, RS, TF on<br>Labour, TF on CP, WCG<br>P – agreed by EB |
| Action: de  | eveloping stronger cooperatio   |  | t issues in ERB   |
|   | ERB 2020 Agenda Focus Are   | -  | -   |
| Results   | Time Framework  | Actors responsible<br>(leader in bold)                     | Resources<br>(financial, human, political)  |
| establishment of informal<br>EURES cooperation<br>network   | <u>throughout 2014</u>  | <b>TF on Labour</b> , YB,<br>IPS, RS                       | F – no extra resources require<br>H - hours of YB, IPS, RS<br>P – none  |
| participation in EURES<br>cooperation joint initiatives   | on 02.04.2014 - International Job<br>Fair in Gdańsk<br>on 03.04.2014 - European Job<br>Day in Starogard Gdański   | <b>TF on Labour</b> , YB,<br>IPS, RS                       | F – extra resources may be<br>required for travel<br>H - hours of YB, IPS, RS<br>P – process overseen by EB     |
| participation in the<br>cooperation within the<br>Baltic Sea Labour Forum   | throughout 2014 and 2015  | <b>TF on Labour</b> , EB,<br>YB, IPS, RS                   | F – extra resources may be<br>required for travel<br>H - hours of YB, IPS, RS<br>P – process overseen by EB     |
| nvolvement in the<br>development of the South<br>Baltic Professional Job<br>Portal  | throughout 2014 and 2015  | <b>TF on Labour</b> , YB,<br>IPS, RS                       | F – no extra resources require<br>H - hours of YB, IPS, RS<br>P – none  |
| mplementation of a pre-<br>study developing methods<br>of working with secondary<br>education drop-outs   | <u>February – July 2014</u>   | <b>TF on Labour</b> , YB,<br>IPS, RS                       | F – no extra resources require<br>H - hours of YB, IPS, RS<br>P – none  |
| mplementation of a full-<br>scale project, based on the<br>ore-study, testing methods<br>of working with secondary<br>education drop-outs   | throughout 2014 and 2015  | <b>TF on Labour</b> , YB,<br>IPS, RS                       | F – no extra resources require<br>H - hours of YB, IPS, RS<br>P – none  |

## Budget

| #           | REVENUES  | In EUR   | In SEK   |
|-------------|---|--|--|
| 1           | Result as of 01.01.2014   | 4 404,86 €   | 37 456,29 SEK  |
| 2           | Asociacija "Klaipėdos regionas"   | 5 500,00 €   | 46 750,00 SEK  |
| 3           | Правительство Калининградской области   | 5 500,00 €   | 46 750,00 SEK  |
| 4           | Pomorski Urząd Marszałkowski  | 5 500,00 €   | 46 750,00 SEK  |
| 5           | Region Blekinge   | 5 500,00 €   | 46 750,00 SEK  |
| 6           | Regionförbundet i Kalmar Lan  | 5 500,00 €   | 46 750,00 SEK  |
| 7           | Regionförbundet södra Småland   | 5 500,00 €   | 46 750,00 SEK  |
| 8           | Regionskommun Bornholm  | 5 500,00 €   | 46 750,00 SEK  |
| 9           | Stowarzyszenie Gmin RP Euroregion Bałtyk  | 5 500,00 €   | 46 750,00 SEK  |
| 10          | Warmińsko-Mazurski Urząd Marszałkowski  | 5 500,00 €   | 46 750,00 SEK  |
| 11          | Refund of travel expenses 2013  | 577,10€  | 4 907,32 SEK   |
|             | TOTAL REVENUES  | <u>54 481,96 €</u>   | <u>463 113,61 SEK</u>  |
|             |   |  |  |
| #           | EXPENDITURE   | In EUR   | In SEK   |
| #           | <b>EXPENDITURE</b> Personnel costs  | In EUR<br>35 347,75 €  | In SEK<br>300 576,07 SEK   |
|             |   |  |  |
|             | Personnel costs   | 35 347,75 €  | 300 576,07 SEK   |
|             | Personnel costs<br>overheads (incl. office rental, mobile, internet)  | 35 347,75 €<br>6 144,94 €  | 300 576,07 SEK<br>52 252,87 SEK  |
| 1           | Personnel costs<br>overheads (incl. office rental, mobile, internet)<br>salary  | 35 347,75 €<br>6 144,94 €<br>29 202,81 €   | 300 576,07 SEK<br>52 252,87 SEK<br>248 323,20 SEK  |
| 1           | Personnel costs<br>overheads (incl. office rental, mobile, internet)<br>salary<br>Travel / Meetings   | 35 347,75 €<br>6 144,94 €<br>29 202,81 €<br>8 232,00 €   | 300 576,07 SEK<br>52 252,87 SEK<br>248 323,20 SEK<br>70 000,00 SEK   |
| 1           | Personnel costs<br>overheads (incl. office rental, mobile, internet)<br>salary<br>Travel / Meetings<br>IT   | 35 347,75 €<br>6 144,94 €<br>29 202,81 €<br>8 232,00 €<br>2 685,84 €   | 300 576,07 SEK<br>52 252,87 SEK<br>248 323,20 SEK<br>70 000,00 SEK<br>22 838,00 SEK  |
| 1           | Personnel costs<br>overheads (incl. office rental, mobile, internet)<br>salary<br>Travel / Meetings<br>IT<br>ERB website, updates, domains and hosting  | 35 347,75 €<br>6 144,94 €<br>29 202,81 €<br>8 232,00 €<br>2 685,84 €<br>1 281,84 €   | 300 576,07 SEK<br>52 252,87 SEK<br>248 323,20 SEK<br>70 000,00 SEK<br>22 838,00 SEK<br>10 900,00 SEK   |
| 1           | Personnel costs<br>overheads (incl. office rental, mobile, internet)<br>salary<br>Travel / Meetings<br>IT<br>ERB website, updates, domains and hosting<br>equipment   | 35 347,75 €<br>6 144,94 €<br>29 202,81 €<br>8 232,00 €<br>2 685,84 €<br>1 281,84 €<br>1 176,00 €                           | 300 576,07 SEK<br>52 252,87 SEK<br>248 323,20 SEK<br>70 000,00 SEK<br>22 838,00 SEK<br>10 900,00 SEK<br>10 000,00 SEK                                  |
| 1<br>2<br>3 | Personnel costs<br>overheads (incl. office rental, mobile, internet)<br>salary<br>Travel / Meetings<br>IT<br>ERB website, updates, domains and hosting<br>equipment<br>online conferencing                    | 35 347,75 €<br>6 144,94 €<br>29 202,81 €<br>8 232,00 €<br>2 685,84 €<br>1 281,84 €<br>1 176,00 €<br>228,00 €               | 300 576,07 SEK<br>52 252,87 SEK<br>248 323,20 SEK<br>70 000,00 SEK<br>22 838,00 SEK<br>10 900,00 SEK<br>10 000,00 SEK<br>1 938,00 SEK                  |
| 1<br>2<br>3 | Personnel costs<br>overheads (incl. office rental, mobile, internet)<br>salary<br>Travel / Meetings<br>IT<br>ERB website, updates, domains and hosting<br>equipment<br>online conferencing<br>ERB Youth Board | 35 347,75 €<br>6 144,94 €<br>29 202,81 €<br>8 232,00 €<br>2 685,84 €<br>1 281,84 €<br>1 176,00 €<br>228,00 €<br>5 500,00 € | 300 576,07 SEK<br>52 252,87 SEK<br>248 323,20 SEK<br>70 000,00 SEK<br>22 838,00 SEK<br>10 900,00 SEK<br>10 000,00 SEK<br>1 938,00 SEK<br>46 750,00 SEK |

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