

Report

3. International European Solidarity Corps Quality Label Experts meeting

Stary Smokovec, Slovakia - 11-14 November 2024



This document synthesises the outcomes of the International European Solidarity Corps Quality Label Experts Meeting, hosted by the Slovak NA with the support of the SALTO ESC Resource Centre and the international Quality Label Working Group. The meeting is a bi-annual gathering of internal and external QL experts (accreditors) from National Agencies and SALTO Resource Centres. The meeting was held residentially in Stary Smokovec, High Tatras, Slovakia from 11 to 14 November 2024.

The aim of this document is to provide the readers with the summary of the programme activities, the topics discussed and the main outcomes produced by each of those sessions. The target readers of this document are the representatives of the European Commission, SALTOs and National Agencies. More details about the sessions can be found on the [Sharepoint platform](#) - Harvesting 2024 section. In case you do not have access (yet), please contact the SALTO European Solidarity Corps team directly under solidarity@salto-youth.net.

1. Participation

The QL meeting included 29 participants from 20 different countries (Austria, Azerbaijan, Belgium, Cyprus, Czech Republic, Estonia, Finland, France, Georgia, Germany, Hungary, Italy, Kosovo* UN Resolution, Latvia, Netherlands, Poland, The Republic of North Macedonia, Slovak Republic, Sweden, Turkey) - representing 18 National Agencies and 4 SALTOs (SALTO ESC Resource Centre, SALTO South East Europe Resource Centre, SALTO EuroMed and SALTO Eastern Europe and Caucasus Resource Centre).

2. Organising and preparatory team

The organising team consisted of: 2 facilitators (Elisabeth Einwanger and Kasia Szajda), 2 rapporteurs (Corina Pintea and Marzena Ples). They were supported by the International Quality Label Group, which included the staff of the Slovak NA: Adam Laták, Laura Belušková, Daniela Ficová and selected members of the international QL working group established by the ESC Resource Centre: Barbara Eglitis, Magda Wagenknechtová Svobodová and Michail Drakomathioulakis.

Aims

The meeting was an opportunity to share experiences regarding the QL accreditation process in the ESC Programme and Partner regions, to find common understandings on quality standards in the QL process, and to gain a better understanding of the QL and the role of experts in the QL process.

The aims of the meeting were shaped by the feedback received from previous Quality Label expert meetings and training opportunities and they were shared with the participants at the application stage, focusing primarily on:

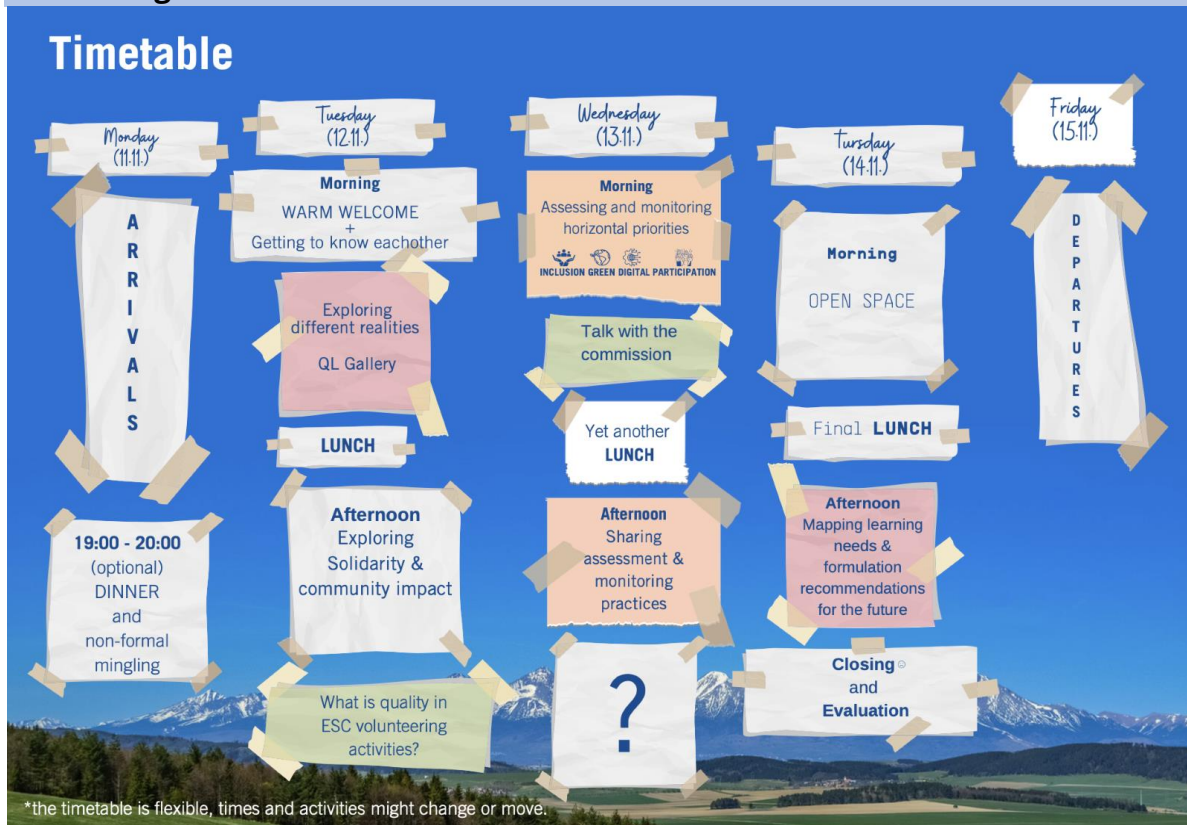
- Sharing experiences and tools, learning from each other, and harnessing the expertise and knowledge existing in the network of QL experts;
- Learning about the QL process in the ESC Programme and the procedures for the different actions directly from the European Commission;
- Reflecting and discussing the different realities of QL experts;
- Reflecting on the specific challenges of our times and formulating recommendations for the future of the ESC programme.

3. Report content

• Programme of the meeting
• Session summaries
• Outcomes of the meeting
• List of participants



4. Programme



5. Session summaries

Introduction

During the first session, the meeting's agenda and objectives were presented. The proposed programme offered a balanced approach, incorporating discussions, the exchange of participants' experiences and practices, as well as contributions from external experts. Participants were encouraged to actively engage in the programme, either by participating in discussions or facilitating a workshop during the open space session.

In her introductory [presentation](#), Barbara Eglitis highlighted the key activities and achievements of SALTO European Solidarity Corps, provided a brief history of the ESC programme and the development of the Quality Label Timeline, and emphasised the critical role of quality in international volunteering projects. She referenced as well the contributions and efforts of the [Quality Label working group](#), which currently is focusing on conceptual work, capacity building of QL experts, monitoring and accreditation and had a major contribution to preparing this meeting.

Currently, the Quality Label Experts meeting and the training courses for experts are held every two years and are designed to address the evolving needs of the field.



Quality Label Gallery

To facilitate a broader understanding, participants were invited to present their Quality Label practices in a gallery format. Posters were prepared based on the previously shared [template](#), which included information such as the total number of internal and external experts, the number of Quality Labels awarded in each country, and the corresponding support measures. The outcomes are available on [SharePoint](#) for further reference.

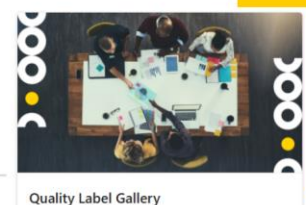
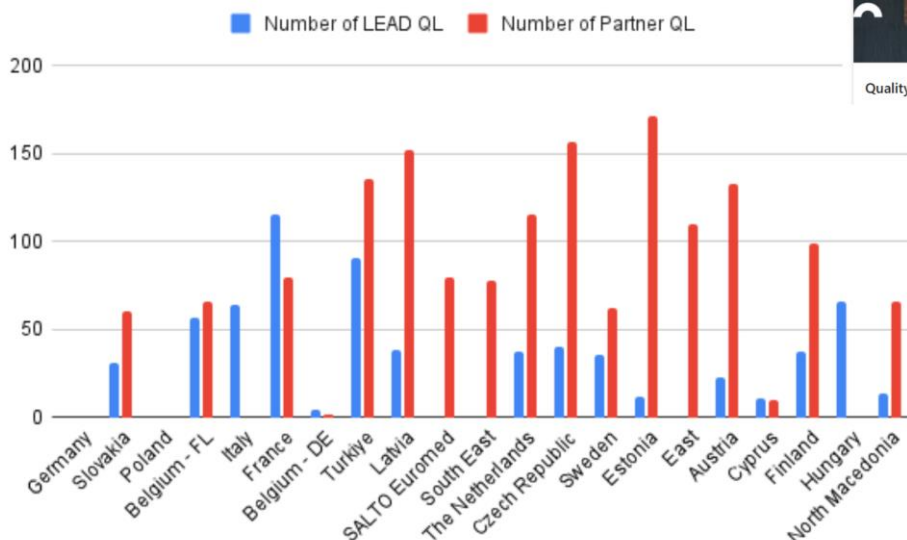
QL Gallery

Most frequent challenges:

- budget - (for visits, for experts, for involving newcomers, etc.)
- technical issues with BM, with submitting Progress Report
- Missing annexes or concrete content on application forms
- difficult to get newcomers - as assessment is done only based on the application (no visits)
- Strategic aims of QL are vaguely defined



QL Gallery



Solidarity and community impact



The session started with a “solidarity bingo” to encourage participants' reflection on different dimensions of solidarity. Barbara Eglitis, representing the SALTO ESC Resource Centre, introduced the topic of solidarity and community impact and shared the main [resources](#) developed by the SALTO ESC. In her [presentation](#), she reflected on the need for solidarity, difficulties with definitions and controversies around this term and summarised *4 cornerstones* and *7 supporting*

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concepts of solidarity, which were the results of the research commissioned by the SALTO ESC.

Participants were encouraged to reflect on the ways of measuring solidarity. Is community impact the other side of the same coin as solidarity? What would the organisation like to have changed after the voluntary activities? What was the societal need? If these questions are answered then the solidarity and impact dimensions were covered.

The real need is what comes first. Solidarity is connected to the need and is a part of community. Solidarity and community impact are complementary.

Even small impact is impact. Everything starts with a ball which we need to roll

Participants engaged in discussions on solidarity within their local contexts, focusing on their roles as Quality Label experts and the implications of solidarity for the beneficiaries.

Input by Katarina Brajdic (European Commission)

Katarina Brajdic presented preliminary findings from the Midterm evaluation of the European Solidarity Corps (ESC) programme. While the document is still in progress and is expected to be finalised and published at the beginning of 2025, it is already evident that the ESC programme demonstrates a high level of effectiveness and impacts communities, individual volunteers and organisations.

The Quality Label has received positive feedback from organisations, with the majority agreeing that it promotes the delivery of high-quality projects. The organisations have recognised the significant improvement in project management, diversity and inclusion practices, compared to the previous Programme (2018-2020). The emphasis on high quality adds substantial value to the EU and ensures that participants have meaningful and impactful experiences, benefiting both individuals and organisations. Rigorous standards and QL processes establish a pan-European benchmark for high-quality volunteering.

Despite the positive feedback, there is still room for improvement, particularly in areas such as reducing administrative burdens, achieving a better geographical balance of participants and organisations, enhancing inclusion and support for volunteers with fewer opportunities, strengthening organisational capacity, and improving IT systems. 63% of organisations find the information provided to applicants clear and easy to understand. However, 62% also report that these processes require considerable effort.

The New Programme, which will start in 2028, is not formulated yet, however most likely there will be limitations for organisations from third countries not associated with the programme. This message sparked strong opposition among the meeting participants, as it was contrary to the idea of inclusiveness and solidarity. In these countries, the programme has a significant impact and brings young people closer to the EU values.



Several participants highlighted what this impact is, in the direct discussion with the EC Representative - all arguments can be found in the justification of the recommendations.

To highlight, it was argued that historically, youth and volunteering initiatives have been rooted in mutual exchange. Restricting participation on one side (e.g., hosting) would reduce opportunities for European youth on the other. This reciprocity is vital for fostering meaningful partnerships and to support mutual learning processes, including bringing new ideas and innovations in international volunteering work. As a result, one of the main recommendations phrased was that of *maintaining the inclusion of partner countries in the ESC program and avoiding further restrictions on their already limited participation.*

Challenges and future developments were discussed, leading to the formulation of 20 recommendations, more detailed in chapter 6.

Key questions brought by EC

1. **The number of Quality Labels vs expectations.** The number of new Quality Labels is not growing and remains below expectations, compounded by a limited budget. How can expectations be effectively managed while continuing to promote the programme and attract new beneficiaries?
2. Ensuring a **broad geographical distribution of beneficiaries and organisations.** What are the best practices currently observed in the field?
3. **Quality Charter:** Development of a Quality Charter for the new programme to streamline quality requirements and standards.
4. **Transition to the New Programme:** Strategies to prevent bottlenecks during the transition of Quality Labels, including the advantages and disadvantages of adopting light versus full procedures.
5. **Progress Reporting and Monitoring:** What feedback is emerging from the field regarding the progress and monitoring of Quality Labels?
6. **Assessment Grids:** Reflections on the effectiveness of the ESC50 assessment grids developed by SALTO.
7. **Legal Agreements:** Evaluating the need to introduce a standardised template for legal agreements with Quality Label lead organisations.

Insights from participants discussion:

- QL experts pointed out a contradiction in the Commission's expectations regarding the number of new organisations obtaining QLs and the budget constraints. In some countries the programme is not promoted to newcomers, due to lack of the budget and already existing cuts for experienced or already certified organisations.
- Strong concerns were raised about cutting funds to non-EU partner countries, which would undermine solidarity and reduce cooperation opportunities.
- There was a suggestion to replace the term "third countries not associated with the programme" with the previously used "partner country", to adopt a more inclusive and straightforward language.



- The procedure regarding transition to the new programme should be known in advance and well communicated to the NA's and the organisations. Calls were made for a one-year transition period and early communication about changes to avoid disruptions.
- Mixed opinions on requiring full renewal procedures for QL; many prefer a streamlined or light procedure.
- Concerns over the potential loss of organisations if the renewal process is overly complex or burdensome.
- There were strong voices against connecting Erasmus+ accreditation with QL label certification, as the two programmes differ in their objectives, project types and target groups. For instance, the European Solidarity Corps (ESC) has engaged organisations beyond the youth sector.
- NAs support continuing Progress reporting as part of monitoring, but emphasize the need for more reliable systems.
- IT challenges hinder the visibility of approved organisations and create administrative delays.
- Larger countries struggle to achieve nationwide coverage due to resource limitations. Smaller countries report fewer organizations applying, despite efforts to promote the programme.

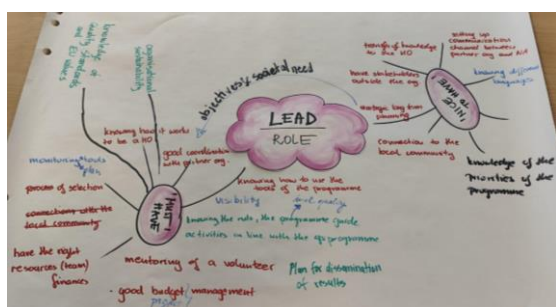
The questions for Katarina Brajdic were collected in advance of the meeting on [Padlet](#), and her responses are available there.

Quality

The session started with a “Walk and Talk” activity outside, during which participants had a chance to share thoughts about their views and perceptions on quality. They reflected on the social meaning of quality in different areas of life and in the context of being a QL expert.

In the World Cafe format, participants discussed what are the “*must-have*” and “*nice to have*” elements while assessing the organisations in lead, partner and support roles.

The results of this activity can be found in [Sharepoint](#).



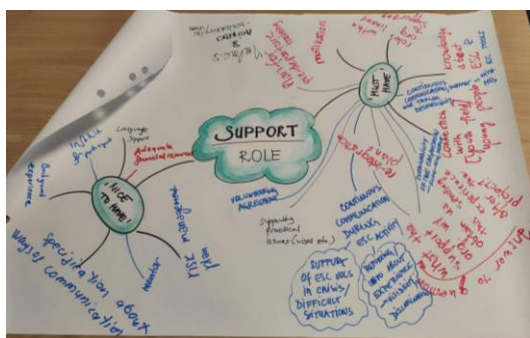
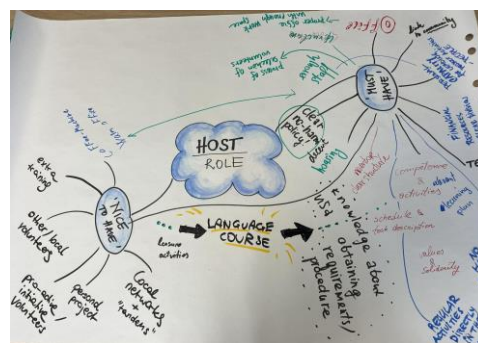
Must have:

- Knowing how to use the tools of the programme
- Good coordination with the partner organisations
- Knowledge of the program, how to support volunteers, mentoring
- Monitoring tools and good budget management
- Plan for dissemination of results



Must have:

<ul style="list-style-type: none"> - Decent housing - Selection procedure - Regular and relevant activities and a learning plan - Values & solidarity 	<ul style="list-style-type: none"> - Clear no-harm policy - Personal Capacity for leading project activities - Proper office with enough work space and enough staff
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Must have:

- Proper motivation - Why SO?
- Plan for pre-departure training
- Continuous communication during ESC activity (with HO)
- Support of ESC volunteers in crisis/difficult situations
- A plan for volunteers after return
- Connection with the youth field

5.4. Horizontal programme priorities in relation with the Quality Label assessment

Extensive discussions took place regarding the four horizontal programme priorities, with participants sharing their interpretations of these priorities and their approaches to assessing them in practice. Notably, the priorities of sustainability and digital transformation in volunteering activities remain areas of uncertainty, highlighting the need for continued dialogue, the exchange of best practices and targeted training.

Main points of the discussions can be found in [Sharepoint](#).

Sharing assessment and monitoring practices

The session was structured into three workshops, allowing participants to select one of their choice:

- Progress report (feedback)** - facilitated by Florian Launay and Barbara Eglitis
- Assessment grid** - facilitated by Michail Drakomathioulakis
- Other monitoring tools** - facilitated by Magda Wagenknechtová Svobodová

European Solidarity Corps Quality Label Monitoring Framework for National Agencies was presented. National Agencies (NAs) and SALTOs are encouraged to establish strategic monitoring systems tailored to their specific contexts. The proposed framework outlines several tools and methods for effective monitoring, with flexibility for NAs and SALTOs to select those most suitable for their needs. Monitoring serves to



foster openness to improvement and feedback within organisations, addressing their evolving needs. By prioritizing quality and providing support, monitoring can motivate organisations and ensure alignment with ESC standards.

Proposed Monitoring Tools:

- **Assessment and Follow-up:** Reviewing QL applications and expert feedback.
- **Surveys:** Conducting regular surveys among participating organisations.
- **Report Utilisation:** Leveraging data from volunteer reports, organisational meetings, and progress reports.
- **System checks by auditors:** Engaging external auditors for compliance checks.
- **Desk Monitoring:** Maintaining regular communication between NAs and organisations through emails, training courses and consultations.
- **On-the-Spot Checks:** Conducting visits before or after awarding QL.
- **Monitoring Visits:** Arranging physical or online discussions with coordinators and volunteers to assess adherence to quality standards after awarding QL.

Key Objectives:

- **Ongoing Monitoring:** Ensuring continuous oversight to enhance the quality of ESC projects.
- **Support vs. Control:** Striking a balance between compliance checks and providing supportive guidance to organisations.
- **Organizational Assessment:** Verifying that hosting, supporting, and lead organizations fulfill their roles and responsibilities while aligning with QL requirements.

Additional Considerations and sharing practices:

- Development of an **ESC Charter** to clarify expectations and responsibilities.
- Ensuring proper **pre-departure training** for volunteers.
- Engaging volunteers during on-site visits to gather direct insights.
- Offering targeted support based on feedback from volunteers and organisations (e.g., mentoring training).
- **Volunteer Engagement:** Speaking directly with volunteers during visits is critical.
- **Targeted Visits:** On-site visits are often triggered by signs of issues within organisations.
- **Lead Organisations:** Physical visits to lead organisations are essential.
- **Resource Constraints:** Limited resources have reduced monitoring visits, emphasising the need for innovative approaches such as using progress reports or simplified communication tools.
- **Collaborative Monitoring:** Cooperation between NA's and experts is crucial, with paired visits enabling comparative assessments and easier issue resolution (SEE example).

A robust monitoring framework is essential to ensure the continued quality of ESC projects. It must balance oversight with support, prioritise feedback-driven improvements and adapt to the needs of volunteers and organisations. Enhanced collaboration and resource allocation will strengthen the effectiveness of monitoring efforts.



Open space

The following topics have been proposed and discussed by the participants (notes from each workshops are included in the links):

- [How to map impact of ESC volunteering;](#)
- [Partnership building among organisations from EU and Partner Countries;](#)
- [How to manage/structure different roles of NA's - assess, monitor and support;](#)
- [Focus group on desk research on quality standards in \(youth\) volunteering;](#)
- [Progress Report;](#)
- [EU values;](#)
- [Recommendations to EC from QL experts meeting;](#)
- [Intervision;](#)
- [Other monitoring tools;](#)
- [Support for smaller HO's to find leads;](#)
- [Feedback to "Green Grid";](#)
- Money, NGO's finances and quality; (not chosen by participants, therefore not discussed).

5.7. A collection of helpful resources from all participants can be found in the event [Padlet](#).

Overview

QL experts identified key training and learning needs to enhance their skills and knowledge for assessing and supporting organisations effectively. Regular training every two years provides a foundation, but continuous updates and tailored learning opportunities are crucial.

Identified Needs and Suggestions

1. **Programme Knowledge:**
 - **Implementation Insights:** Understanding what happens in organisations post-assessment.
 - **Specific Programme Details:**
 - Lead role responsibilities and regulations.
 - Percentage and regulation of local participants in team volunteering.
 - **Regular updates** on programme changes to maintain relevance (e.g., new criteria, minor adjustments).
2. **Assessment Skills:**
 - **Constructive Feedback:** Training for providing actionable, effective feedback to organisations.
 - **Lead Role Assessment:** Guidance on evaluating strategic plans, especially when overly broad.
 - **Support Role Assessment:** Need for more specific criteria and a unified approach to evaluating support-only applications.
 - **Comparing best practices** in assessments across countries to improve methods and adapt to local contexts.

3. **Skill Development:**

- Asking targeted questions and delivering clear feedback during evaluations.
- Learning from examples of effective evaluations for practical application.
- Addressing unconscious biases by relying strictly on assessment criteria, not personal opinions.

4. **Training Format Preferences:**

- Online courses for continuous learning and updates, especially between the two-year training cycles.
- Opportunities to learn from experienced NA officers to bridge knowledge gaps more frequently.
- Sessions specifically designed for newcomers to familiarise them with roles, criteria, and expectations.

5. **Cross-Country Comparisons:**

- Sharing systems of assessment and monitoring from different countries for mutual learning and adaptation.
- Exploring diverse approaches to improve national methods and address local realities.

6. **Broader Perspective:**

- Recognising ESC's impact beyond youth work and adjusting perspectives to consider its broader social and community potential.

Session summary:

Experts emphasised the importance of regular, practical, and tailored training opportunities to address gaps in knowledge and skills. Fostering collaboration and sharing best practices among countries can further enhance assessment quality and programme implementation.

Evaluation

a. Participants' Evaluation

The Evaluation form was filled in by 28 participants (almost the entire group, if we do not count the organizers and facilitating team). The main insights are listed below:

The meeting was considered highly beneficial - over 89% rated it 4 or 5 out of 5

The most beneficial parts listed were:

- Open space
- Input from the Commission as well as anticipation of next possible changes
- Progress report
- Monitoring Tools - assessment grid and more
- Green Grid
- Recommendations
- Assessing support and host role - the discussion on must have and nice to have
- Informal talks, networking and meeting new people
- Conversation on what quality means to us
- Horizontal priorities



The meeting brought a lot of useful content for the experts to use in their work - 24 out of the 28 respondents declared it brought insights and ideas to a high degree

Some of the new insights mentioned:

- Measurement of volunteering - the platform from the NGO in Albania
- "Learning from other experts and being faced to others' local realities was really enriching"
- "I learned a lot on how topics are handled in different NAs"
- the way how to look at digital issues, the recommendations, the different grids
- Got some updates, also the hints what I need to improve as QL Expert"
- "During these days I realised that my NA already is doing a great work"

As for the topics needed to be explored further, participants frequently mentioned the Progress Report and monitoring tools, but also: motivation of new applicants, assessing the priorities in a more coherent/ concrete way, evaluation of program priorities and EU values , using the grids, indicators, horizontal priorities, interviewing skills, how to evaluate impact, change management, exchanges of good practice, how to support applicants, how to grow as an external expert, facilitation, mentoring/coaching, news from the EC, assessing challenging situations, tips and tricks about assessments, specific info on team volunteering.

Participants also appreciated the facilitation and reporting process - over 89% evaluated it positively (with rate 4 or 5 out of 5).

In terms of the satisfaction with logistical elements, time schedule, accommodation and food were also highly ranked.

"Many thanks to Barbara and the Salto ESC with WG QL experts for supporting the meeting in terms of content and BIG thanks for the Team of SK NA-Adam, Daniela and Laura for a great work and support with hosting the meeting! Thanks to all!"

b. Organising team evaluation

As it is not yet clear what the framework conditions of a possible new program will look like, a possible outlook for the planned meeting in 2026 is also still very open. Beside that, taking into consideration the process during QL experts meeting 2024:

A. What worked well:

- **QL Gallery** was appreciated by participants, it was helpful to send out the template in advance & it could be helpful to print out the step by step instructions for the group sharing (especially if more than one space will be used for the gallery),
- the **flexibility of daily starting time** (adapting it according to the side programme, which was morning "mountain" walk) was welcomed by participants,



- the moment for the **Input & Q&A with Commission** was good, as it was after a short content intro (exploring Solidarity) and before diving deeper into other topics. This gave a chance to include news from the Commission into further discussions,
- it was nice that the **side programme** was voluntary, not obligatory
- **Open Space** was appreciated by participants (it is good for the future to keep one of sessions on intervision, comment on online inputs below)
- it was good to start **recommendations** during the Open Space (most of the people had the chance to exchange ideas on recommendations this way)
- it is good to keep some space for **mapping learning needs**, it was helpful to use the [KMST cards](#) (Competence Framework for National Agency Officers)
- **communication & cooperation between facilitation team & rapporteurs** worked well, what helped was: whatsapp group, evening evaluation meetings, online outline available for everybody & online prep meeting just before the event
- the space of the seminar rooms and its surrounding (coffee break area) was very much supporting the process. It made it easy to adapt the setting according to needs, by changing the chairs / tables (big circle, small groups, banquet style etc.)
- the **walk&talk** was very much appreciated by participants. To start outdoors supported the flow and process of the meeting.

B. What could be possibly improved:

- It is important to continue **inviting representatives of the EC to be on spot** (rather than joining online)
- while considering **online inputs for Open Space** it should be double checked if maybe there are better offline alternatives (e.g. the focus group would have been more effective if it had been facilitated by one of us present in the meeting)
- It would ease the process to better prepare the outline of the sessions on **horizontal priorities** (written outline of goals and content/tools to be shared; briefing of resource people) If there is a tool/checklist connected to one of the priorities, it should be presented.
- If the group was larger, possibly more time for **getting to know** and first interactions has to be allowed

Additional remark from the team: It was helpful to plan several short (1-1,5h) meetings of the facilitation team, especially 1-2 weeks before the event, to have enough time to plan & update the outline.

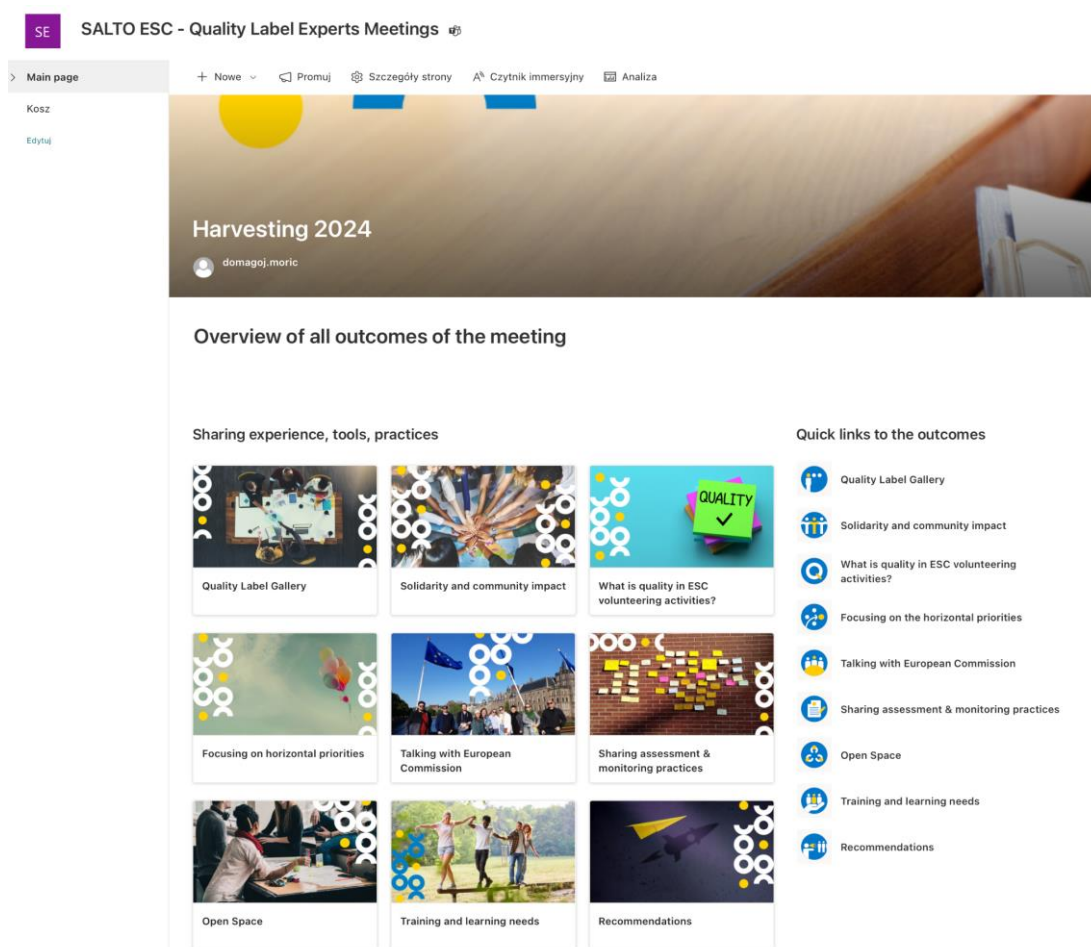
Outcomes of the meeting

- Through the session a **better understanding and exchange of good and not so good practices** was fostered.
- **Recommendations towards the European Commission, NAs, SALTOs, QL experts** have been phrased and consolidated with colleagues not present at the meeting. The final recommendations are annexed
- **Collection of training needs** of Quality Label experts were collected and expressed to feed into next years quality Label experts training hosted in Austria



- **Sharepoint website and knowledgemanagement environment for QL experts meetings**

In order to support the knowledge management within the network, SALTO ESC created a MStTeams and Sharepoint environment where materials, outcomes of this and of previous QL expert meetings can be found. The environment was created to be used by any future host with support of SALTO ESC. All materials used and produced during the meeting can be found on the Sharepoint platform, SALTO ESC team can provide access upon request: <https://bit.ly/QLExpertsMeeting2024> To give you glimpse what you can find have a look at the screenshot:



5.6. What´s next?

The next **Quality Label expert meeting** will take place in **autumn 2026 in Hungary**.

Two online **Intervision sessions** are planned on 12 December 2024 on the Progress Report and on 22 January 2025 on Assessing.

In 2025, the **Quality Label Experts training course**, aimed at capacity building for both external and internal experts, will be conducted both online and residential in Austria, focusing on developing key competencies.



6. List of Participants				
#	First name	Last name	Role	Country
1	Barbara	Eglitis	SALTO ESC/Organiser	Austria
2	Ursula	Pretterhofer	External Expert	Austria
3	Emma	Mavric	National Agency	Austria
4	Ulkar	Zaidzada	External Expert	Azerbaijan
5	Alicia	Theves	National Agency	Belgium - DE
6	Barbara	Cleynen	National Agency	Belgium - FL
7	Michail	Drakomathioulakis	External expert	Cyprus
8	Markéta	Benešová	National Agency	Czech Republic
9	Magda	Wagenknechtova Svobodova	External expert	Czech Republic
10	Anni	Tetsmann	National Agency	Estonia
11	Jutta	Kivimäki	National Agency	Finland
12	Brice	Gourdol	External expert	France
13	Florian	Launay	National Agency	France
14	Sophie	Lavergne	National Agency	France
15	Sarah Maria	Herold	External expert	Germany
16	Giorgi	Kikalishvili	SALTO EECA External expert	Georgia

17	Orsolya	Gecse-Simon	External expert	Hungary
18	Simona	Puddu	External expert	Italy
19	Katrīna	Sprudzāne	National Agency	Latvia
20	Peter	Pieters	External expert	The Netherlands
21	Monika	Olszewska	External expert	Poland
22	Daryna	Skalatska	SALTO EECA	Poland
23	Petre	Mrkev	SALTO SEE External expert	Republic of North Macedonia
24	Simeon	Milkovski	National Agency	Republic of North Macedonia
25	Snezhan a	Simonovska	National Agency	Republic of North Macedonia
26	Mária	Horníková	National Agency	Slovak Republic
27	Eva	Havelkova	National Agency	Slovak Republic
28	Adam	Laták	National Agency/Organiser	Slovak Republic
29	Daniela	Ficová	National Agency/Organiser	Slovak Republic
30	Laura	Belušková	National Agency/Organiser	Slovak Republic
31	Maria	Svensson	National Agency	Sweden
32	Canay	çamur	National Agency	Türkiye
33	Bayram Ali	DEMİRHAN	National Agency	Türkiye
34	Kristina	Zimaj	External Expert	KOSOVO * UN RESOLUTION

35	Elisabeth	Einwanger	Facilitator	Austria
36	Kasia	Szajda	Facilitator	Poland
37	Corina	Pintea	Rapporteur	Romania
38	Marzena	Ples	Rapporteur	Poland/United Kingdom