



# EUROMED PRACTICAL GUIDE

This Practical Guide provides concrete information and tools about Action 3.1 "Youth in the World" of the Youth in Action Programme and its links with Euro-Med Youth Programme IV. This Guide is focused on Training and Networking Activities. Its goal is to provide tips to improve project development and to provide support mainly for first-time applicants. It is not focused specifically on "technicalities" (that you can find in the Programme Guides), but more especially on the strategic and intercultural approach needed for successful cooperation in the Euro-Med area. This publication is available on line on the Salto EuroMed website.



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## THE YOUTH IN ACTION AND THE EURO-MED YOUTH PROGRAMME IV

Youth cooperation is seen as increasingly important in the EM panorama. The Mediterranean basin represents a vivid and challenging laboratory to experiment new policies, actions, practices, processes and methods, to allow young people's voices be heard and to give them the opportunity to reflect, act and debate on their future, which is the future of Europe and of its neighbouring countries.

**We cannot always build the future for our youth, but we can build our youth for the future.**

*Franklin D. Roosevelt*

The European Commission has developed two European programmes - Youth in Action and Euro-Med Youth Programme IV - aiming at promoting, strengthening and developing youth cooperation: both of them can be used to foster the Euro-Med one!

### What is the Youth in Action Programme?

Youth in Action is the EU Programme for young people aged 15-28 (in some cases 13-30). It aims to inspire a sense of active citizenship, solidarity and tolerance among young Europeans and to involve them in shaping the Union's future.

It promotes mobility within and beyond EU borders, non-formal learning and intercultural dialogue, and encourages the inclusion of all young people, regardless of their educational, social and cultural background.

### What is the Euro-Med Youth Programme IV?

The Euro-Med Youth Programme IV is a regional programme set up within the framework of the third chapter of the Barcelona Process entitled "Partnership in social, cultural and human affairs".

Its aim is to strengthen the Youth in Action programme and increase cooperation between Euro-Med Youth Units and National Agencies, to bring the action as close as possible to the beneficiaries and to adapt it to the diversity of national systems and situations in the field of youth.

**For further information** (Programme Guidelines, how to apply, actions and projects, deadlines, etc)

**visit:** [http://ec.europa.eu/youth/youth-in-action-programme/doc74\\_en.htm](http://ec.europa.eu/youth/youth-in-action-programme/doc74_en.htm)  
[http://eacea.ec.europa.eu/youth/index\\_en.php](http://eacea.ec.europa.eu/youth/index_en.php)  
<http://euromedyouth.net>

## YOUTH IN THE WORLD

Action 3 of the Youth in Action programme opens up new horizons to European youth and youth organisations beyond the EU's borders.

Youth in Action features a strong international dimension. Through the 'Youth in the World' Action, it helps strengthen relations between the EU and its neighbours, as well as the rest of the world by providing young people and youth workers from Europe with the opportunity to take part in exchanges and other non-formal education activities with their peers living outside the Union.

In this way, 'Youth in the World' seeks to deepen mutual understanding, tolerance and intercultural awareness among young people within the Union and beyond.

This Action supports various projects with EU Partner Countries, with a special focus on its neighbouring regions - Eastern Europe and Caucasus, the Mediterranean region, and South-East Europe.

### Cooperation with Mediterranean Countries

Projects involving Mediterranean Partner Countries can be funded under the Youth in Action Programme only if the activities take place in one of the Programme Countries. Projects taking place in a Mediterranean Partner Country can be supported through the Euro-Med Youth Programme.



“Your activity takes place in Northern part of the Mediterranean? You can only apply as PARTNER and submit your proposal within the YOUTH IN ACTION Programme!”

“Your activity takes place in the Southern part of the Mediterranean? You can apply as APPLICANT and submit your proposal within the EUROMEDYOUTH Programme!”



## WHICH PROGRAMME SHOULD I CHOOSE TO SUBMIT MY PROJECT PROPOSAL FOCUSED ON TRAINING AND NETWORKING?

The choice of the programme to be used and the related body to apply to mainly depend on:

- the region/country where the action takes place;
- the organization applying as applicant and its nationality.

So, these are the questions you should ask yourself before deciding the programme to use and where to apply:

- in which region/country am I planning to implement the project?
- which kind of organization do I represent?

You can find the answers in the following table:

Region/Country where the project takes place	Programme	Who can apply?	Where to apply?	Who can be partner?
Programme countries	Youth in Action	Promoter from Programme countries	Relevant National Agency (NA)	Partner organizations can be from Programme countries and neighbouring countries
		Bodies active at European level in the youth field	Education, Audiovisual and Culture Executive Agency (EACEA)	
Mediterranean partner countries	Euro-Med Youth Programme IV	Promoter from Mediterranean countries	Relevant Euro-Med Youth Unit (EMYU)	Partner organizations can be from EU Member States (EU 27) and Mediterranean countries

## WHAT ARE TRAINING AND NETWORKING ACTIVITIES?

They are a series of activities aimed at promoting exchange and cooperation in European youth work and at supporting the development of quality projects.

This action offers a variety of activities: the choice depends of course on what you and your organization are looking for...

... are you looking for a practical learning experience?

- **Job Shadowing** (Practical learning experience): a short stay with a partner organisation in another country with the aim of exchanging good practice, acquiring skills and knowledge and/or building long-term partnerships through participative observation.

... are you willing to explore the opportunities to develop a transnational project?

- **Feasibility Visit:** a short meeting with potential partners to explore and/or prepare for a potential transnational project. Feasibility meetings aim to improve and develop existing cooperation and/or to prepare a future project.

... are you interested in evaluating past joint initiatives and with your partners?

- **Evaluation Meeting:** a meeting planned with partners, aiming to evaluate past meetings, seminars, training courses. These meetings help partners to evaluate and discuss potential follow-up after undertaking a common project.

... are you concerned by a specific theme and interested in visiting projects or organisations in a chosen country?

- **Study Visit:** an organised study programme, for a short period, that offers a view of youth work and/or youth policy provisions in one host country. Study visits focus on a theme and consist of visits and meetings to different projects and organisations in a chosen country.

... are you looking for a partner organisation with whom to potentially organise future transnational projects?

- **Partnership-building Activity:** an event organised with a view to allowing participants to find partners for trans-national cooperation and/or for project development. Partnership-building Activity brings together potential partners and facilitates the development of new projects around a chosen topic and/or an Action.

... are you willing to create a platform to exchange ideas and experiences - from a theoretical perspective - on themes relevant to youth work?

- **Seminar:** an event organised to provide a platform for discussion and exchange of good practice, based on theoretical inputs, around a chosen theme or themes which are relevant to the youth work field.
- ... are you interested in deepening your knowledge, competences, skills and attitudes on specific topics of youth work?
- **Training Course:** an educational learning programme on specific topics, aiming to improve participants' competences, knowledge, skills and attitudes. Training courses lead to higher quality practice in youth work.
- ... are you interested in developing a new network or enhance and widen existing networks?
- **Networking:** a combination or series of activities aiming to create new networks, or to strengthen and widen existing networks in the youth field.

While Youth in Action can support all these activities, the actions foreseen by the Euro-Med Youth Programme IV are limited:

Youth in Action (YiA)	Euro-Med Youth Programme IV (EMYP)
Job Shadowing	NO
Feasibility Visit	NO
Evaluation Meeting	NO
Study Visit	
Partnership-Building	
Seminar	
Training Course	
Networking	NO

Does that mean that Mediterranean countries cannot participate in a job shadowing? If you still have doubts, then you probably didn't read the previous chapter carefully enough! You mustn't forget that...

"... projects involving Mediterranean Partner Countries can be funded under the Youth in Action Programme only if the activities take place in one of the Programme Countries. Projects taking place in a Mediterranean Partner Country can be supported through the Euro-Med Youth Programme"

Now, test your self with the following exercise...!

## IS EVERYTHING CLEAR?

Let's check if our friends Eudokia, Aisha, Enrique, Ahmed, Jörgen, Marco and Itai have studied the lessons!

### "True or False" exercise

(replies at the bottom of the page: be honest, don't read them before answering!)

a) "... My name is Eudokia, I work for in the youth information centre of my town. I tell young people interested in developing youth projects that the Youth in Action and the Euro-Med Youth Programme IV focus on the same geographical area: the eligible countries are exactly the same"

True

False

b) "... my name is Aisha and I work as coordinator of a youth group formally registered in Algeria. We are interested in promoting a study visit in Alger involving partners from the EU and from the Mediterranean Region. A seminar taking place in a Mediterranean country can only be supported by the Euro-Med Youth Programme IV, so I am going to apply to my EMYU"

True

False

c) "Mi nombre es Enrique... I am Enrique and I work as youth leader for a Spanish NGO based in Santander. I would really like to organize in my town a seminar focused on fighting racism and xenophobia in the Mediterranean area, involving partners

from Tunisia, Lebanon, France and Italy: so, given that my project focuses on Mediterranean area, I have to apply in the framework of the Euro-Med Youth Programme IV"

True

False

d) "... I am Ahmed, I come from Egypt and work for a youth organization in Sharm El Sheik. I wish to develop a Europe-wide action, hosting in my wonderful town organizations from EU Members States, South East Europe and Eastern Europe and Caucasus for a study visit on youth policies. I can submit my proposal within the Euro-Med Youth Programme, since the activity takes place in a Meda country..."

True

False

e) "De Jörgen... My name is Jörgen and I am a project manager of a Swedish youth organization. I would like to create bridges between northern European countries and the Mediterranean countries. I would like to propose a Partnership Building Activity in Morocco, involving several NGOs from Sweden, Norway, Finland, Denmark and all the Mediterranean countries.

Since my organization is legally established in Sweden, I need to find an applicant from a Meda country willing to apply within the Euro-Med Youth Programme IV: I cannot use the Youth in Action programme to promote a project in a neighbouring country”

True

False

f) “Ciao, sono Marco... My name is Marco, I am working as project manager in a youth association from Venice. I want to get in contact with new organizations in order to find partners to implement projects within the Youth in

Action and the Euro-Med Youth Programme IV: I am sure that the only action I can develop is a Partnership-building Activity”

True

False

g) “... I am Itai, a youth worker from Haifa in Israel. I would like to participate in a Job Shadowing. I saw that the Euro-Med doesn't foresee any support for this activity, so I am afraid I cannot take part in this interesting experience”

True

False

- a) FALSE - The Youth in Action Programme focuses on EU Member States, Iceland, Liechtenstein, Norway, Turkey, the EU neighbours (Eastern Europe and Caucasus, the Mediterranean region, South-East Europe) and other partner countries in the world, while the Euro-Med Youth Programme IV can only involve the EU Member States and the following Mediterranean countries: Algeria, Egypt, Jordan, Lebanon, Morocco, Palestinian Authority, Tunisia and Israel.
- b) TRUE - If your organization is registered in a Mediterranean country and you want to host the activity, you have to use the Euro-Med Youth Programme IV: A promoter from a Neighbouring Partner Country cannot apply as promoter of training and networking activity within the Youth in Action Programme.
- c) FALSE - If your organization is registered in a Programme country and you want to host the activity, you have to use the Youth in Action Programme and apply to your National Agency; Euro-Med Youth Programme IV supports only actions taking place in the Mediterranean countries (Algeria, Egypt, Jordan, Lebanon, Morocco, Palestinian Authority, Tunisia and Israel) and promoted by applicants established in the eight South Mediterranean eligible countries.
- d) FALSE - Euro-Med Youth Programme can only involve partner organizations from EU Member States (EU 27) and from the following Mediterranean countries: Algeria, Egypt, Jordan, Lebanon, Morocco, Palestinian Authority, Tunisia and Israel.
- e) TRUE - Projects involving Mediterranean Partner Countries can be funded under the Youth in Action Programme only if the activities take place in one of the Programme Countries and projects to be funded under the Euro-Med Youth Programme should be presented by promoters based in one of the participating Mediterranean Partner Countries to their relevant EMYU (Euro-Med Youth Units).
- f) FALSE - Tricky question indeed! The Partnership-building Activity is the specific activity aimed at developing partnerships and cooperation; but, of course, all training and networking activities (seminar, study visits, etc.) allow you to meet new organizations which represent possible partners for future projects!
- g) FALSE - Participants from Mediterranean countries can take part in a Job Shadowing activity as part of the framework of the Youth in Action Programme, provided that the activity takes place in a programme country (Job Shadowing activities cannot be implemented in the Meda region).

## STEPS TO ENSURE HIGH QUALITY EURO-MEDITERRANEAN COOPERATION IN THE IMPLEMENTATION OF TRAINING AND NETWORKING ACTIVITIES

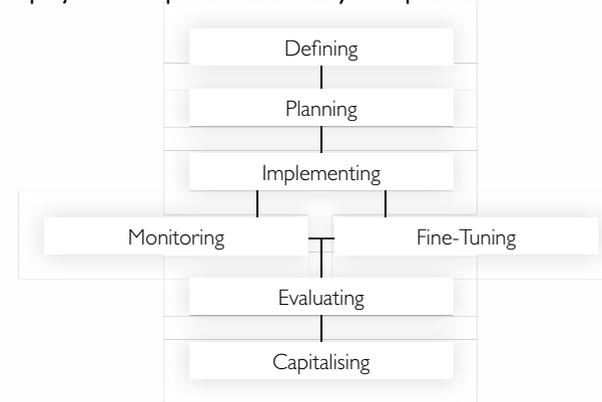
Project development and management is a complex process that is influenced by many different factors. In this chapter you will be guided along the path to develop a quality youth project and you will be provided with some tips for a successful action.

The main aim is to present you with a “logical framework” (are you wondering what a logical framework is? If so, see [http://ec.europa.eu/europeaid/multimedial/publications/publications/manuals-tools/tl01\\_en.htm](http://ec.europa.eu/europeaid/multimedial/publications/publications/manuals-tools/tl01_en.htm)) that may support your work...

We will accompany you by asking numerous questions that may facilitate your reflection (and decision) on the different steps: you may have the impression that you lack some answers... but you have to identify YOUR own answers, since the project is YOURS!

So don't stop being curious and go deeper into these issues. Further reading is suggested in the last chapter of the present Guide!

A simple project development scheme may be represented as follows:!



You will now be guided through this scheme/process in 5 different steps (some of the steps include more phases from the scheme above). Have an exciting and fruitful journey!



## 1. I HAVE A STRATEGY...

The first step is to define how this new action may fit in the overall mission and strategy of your organization! Training and Networking activities offer different opportunities and it is necessary to identify the one that best fits your long term goals.

**Key step:** Defining

**Key words:** Mission, Long-Term Goals, Values

**Key questions**

- What is the main mission of your organization?
- What are your key strategic objectives (what do you want to achieve)?
- What is your strategy (how)?
- What are your tactics (what will you do)?
- What is your long-term plan (in what order, how often and who)?
- What are the interests of your key stakeholders?

**Key tips**

- Re-read your organization's mission and values (we may sometimes forget them...).
- Prioritize the action by their importance to strategic intent.
- Clearly define the benefits that your stakeholders seek.
- Find the time to debate about the pillars of your organizations with your colleagues, share your thoughts and reflections in the team.

**Golden quote** What's the use of running if you are not on the right road (German proverb)

## 2. I HAVE AN IDEA...

The second step is to define the idea. The idea has to be NICE (New, Innovative, Creative, Exchanged) and FAIR (Feasible, Attractive, Inclusive, Rewarding). This is one of the nicest steps in the project development process: take your time and enjoy!

**Key step:** Planning

**Key words:** Creativity, Participation, Needs

**Key questions**

- Why is the project being carried out (i.e. in answer to what need/problem)?
- How would the ideal situation look and what is the project expected to achieve (i.e. what are its objectives and expected results and outputs)?
- How is the project going to achieve it (i.e. which activities, which methodologies to use)?

- Which external factors are crucial to its success (i.e. which assumptions do we have, what are the preconditions for our activities)?
- Where to find the information required to assess the success of the project (i.e. ways to measure the results)?
- Which means are required (in terms of human and other resources)?

- How much does the project cost (i.e. what is the budget)?
- Who are the possible partners?
- What is the long-term vision?

**Key tips**

- Be receptive to young people's voices and contributions.
- Evaluate properly the need or problem.
- Be clear enough to show how your project idea will make a significant and sustainable difference to the needs or the problems.
- Be inclusive: involve both key resource persons and young people in this creative process.

**Golden quote** The best ideas are common property (Seneca)

- Design the idea so that it can make an impact and create results.
- Identify the potential resources (including partners and people in charge of the project).
- Prepare your application package properly: study the guidelines twice, start the process well in advance, respect all the technicalities and formalities.
- Be consistent with your and the donors values.
- Sign an internal partnership agreement.
- BE NICE and FAIR!

## 3. I HAVE A PROJECT...

Your idea has been granted! Congratulations! The implementation of the project is the core of the process and it's now time to get your hands dirty!

**Key step:** Implementing, Monitoring, Fine-Tuning

**Key words:** Scheduling, Learning, Cooperation

**Key questions**

- What are the different parts of your project?
- What is actually going to happen?
- When are you going to do what?
- With whom are you going to do it (colleagues, partners, participants)?
- What is your role in each of the activities?
- Who do you need to help/support/assist you?
- How are they going to be prepared?

- Which activities are the core of your project?
- Are all your objectives covered by the activities?
- How flexible is your plan? How clear is it?
- How realistic is it? Where are you going to get the support for it?
- What do you need as support (resources)? What are you going to do to get that support?



### Key tips

- Be sure to determine your activity and its implementation by answering the questions: What? Where? When? For whom? How? And by whom?
- Be coherent (the different components of the project have to make sense when looking at the project as a whole) and effective (the activities have to directly be related to the results you propose and effectively lead to reaching them).

**Golden quote** A project is complete when it starts working for you, rather than you working for it (Scott Allen)

- Employ management and organizational tools to facilitate and support your work (also including ICT).
- Use a variety of working methods.
- Don't forget that the Implementation of a project is a learning curve: find the time to share your reflections and thoughts during the process.
- Don't under-estimate the practical arrangements (venue, transfers, accommodations, support material).

## 4. I HAVE GAINED EXPERIENCE...

Your project has ended but you won't learn from it unless you implement. So, don't relax: this is a fundamental step for a successful project!

**Key step:** Evaluating

**Key words:** Evaluation, Impact, Achievement

### Key questions

- How is your project being implemented?
- What factors limit the ability of your project to achieve its goals?
- What is the impact of your project on its participants?
- How and to what extent does your project increase young people's skills and knowledge?
- How do you collect the data?
- Who do you involve in the evaluation process?

### Key tips

- Answer the following points: relevance, effectiveness, efficiency, impact and sustainability.
- Include in the final evaluation: the results achieved; the objectives reached; the financial management; the impact on the organisation; the process.
- Focus on the 3 evaluation criteria: performance of the project, impact on the relationship between young people, local authorities, NGOs and communities; performance of the partners.

- Involve different people in the evaluation and take their opinions into account.
- Look at results of similar projects. Are there any trends or things that can be compared?
- Recall the original needs analysis, aims and objectives.
- Limit the level of subjectivity by diversifying sources and methods.

- Think about the evaluation while planning and running the project (not only towards the end!).
- Evaluate the learning outcomes of individuals and promoters.

**Golden quote** It's added credibility to our evaluation that we had the right people (Clint Hurdle)

## 5. I AM RICHER...

Your project has made you richer! You can now capitalize on the experience gained and start your following project/action from a higher level, with the awareness that you have grown thanks to the project you have completed!

**Key step:** Capitalising

**Key words:** Capitalization, Follow-Up, Resources

### Key questions

- What do you mean by Capitalization?
- What can you capitalise on?
- What do you gain in terms of new knowledge and skills?
- How can you use the gained experience in the future?
- Who benefit most from your gained experience?

projects: take your time to reflect on that!

- Start the follow-up phase from a higher level than the previous project.
- Promote and share your gained knowledge and your raised skills: You will produce a snowball effect.
- Enhance and use the experience you have gained in an effective and fruitful manner in your daily life.

### Key tips

- Don't forget to think about how to capitalize your experiences in

**Golden quote** Expect the best. Prepare for the worst. Capitalize on what comes (Zig Zaglar)



## TO SUM UP :

8 reasons why projects succeed	8 reasons why some projects fail...
1. The organisational structure is suited to the project team.	1. Inadequate authority.
2. The project team participates in planning.	2. Lack of project team participation and planning.
3. The project team is committed to establishing schedules.	3. Lack of project team participation in problem solving.
4. The project team is committed to establishing realistic budgets	4. Inadequate communication skills.
5. The project makes proper use of network planning techniques and does not let the plan become an end at itself.	5. Inadequate technical skills.
6. The project team works with bureaucracy, politics and procedures and not against them.	6. Inadequate administrative skills.
7. The project team agree on specific and realistic project goals.	7. Unrealistic project schedules.
8. The target public is involved from the start of the project.	8. Unclear project goals.

## CONCLUSION...

### Further quotations ... to conclude and smile a little bit!

*No great project has ever been completed on time,  
respected its budget or used the same people from beginning to the end  
Yours won't either!*

*If things can go wrong, they do  
If things can get worse, they will  
If things seem to be improving, it's because you've forgotten something...  
Murphy was an optimistic guy!*

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## FURTHER READING AND SOME USEFUL LINKS

### Websites

- The EuroMed Youth Programme - <http://www.euromedyouth.net>
- Salto-Youth EuroMed Resource Centre - <http://www.salto-youth.net/euromed>
- Youth in Action Programme Guide - <http://www.ec.europa.eu/youth>
- Euro-Med Platform - Euro-Mediterranean Youth Platform - <http://www.euromedp.org>
- The Partnership between Council of Europe and European Commission on Euro-Mediterranean cooperation - <http://youth-partnership-eu.coe.int/youth-partnership/index.html>
- Mediterranean Youth Parliament - <http://www.medayouthparliament.org>
- European Youth Forum - <http://www.youthforum.org>
- National Agencies of the Youth in Action Programme - [http://ec.europa.eu/youth/doc/152\\_en.htm](http://ec.europa.eu/youth/doc/152_en.htm)

### Manuals

- Euro-Med Youth Projects, 2 years of Euro-Mediterranean youth cooperation (2007-2008). Projects implemented in Euro-Med Youth III – Youth in Action Programmes - <http://www.salto-youth.net/rc/euromed/EMlibrary/EMYCoop0708/>
- Dossier Action 4.3 - Youth in Action Programme (from the French National Agency) - [http://www.jeunesseenaction.fr/uploads/PROGRAMME/Fiche\\_PEJA\\_Action\\_43.pdf](http://www.jeunesseenaction.fr/uploads/PROGRAMME/Fiche_PEJA_Action_43.pdf)
- Thematic compendia of Youth in Action projects  
[http://ec.europa.eu/youth/sharing-experience/experience1291\\_en.htm](http://ec.europa.eu/youth/sharing-experience/experience1291_en.htm)
- Studies on EuroMed Youth Policies in Mediterranean partner countries  
<http://www.euromedyouth.net/Studies-on-EuroMed-Youth-Policies>
- Glossary Training & Youth in Europe  
<http://www.salto-youth.net/about/yiayouthpolicy/glossary>

### Tool Kits

- T-Kit 11 – Mosaic: The training kit for Euro-Mediterranean youth work (2010)  
[http://book.coe.int/EN/ficheouvrage.php?PAGEID=36&lang=EN&produit\\_aliasid=2482](http://book.coe.int/EN/ficheouvrage.php?PAGEID=36&lang=EN&produit_aliasid=2482)
- Training kits on different topics, in different languages: Project management, Intercultural learning, Education, Evaluation in youth work and others:  
[http://youth-partnership.coe.int/youth-partnership/publications/T-kits/T\\_kits](http://youth-partnership.coe.int/youth-partnership/publications/T-kits/T_kits)
- Salto Euro-Med Educational Tools  
<http://www.salto-youth.net/rc/euromed/educmat>
- Toolbox for Training & Youth Work  
<http://www.salto-youth.net/tools/toolbox>
- Project Cycle Management Guidelines (European Commission) - [http://ec.europa.eu/europeaid/multimedia/publications/publications/manuals-tools/t101\\_en.htm](http://ec.europa.eu/europeaid/multimedia/publications/publications/manuals-tools/t101_en.htm)