

Erasmus+
Micro-Enterprise and Social Action
international Partnership
(MESAP)



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Introduction

Micro-Enterprise and Social Action international Partnerships project, is an Erasmus+ funded programme designed to promote Enterprise and Social Action as an alternative to traditional career route ways such as Employment or Education to the Youth sector.

This manual, entitled the MESAP Manual, is designed to provide guidance on how to deliver a similar project for young people and youth workers interested in Enterprise and Social Action as an alternative to traditional career route.

The MESAP Manual will provide a step-by-step guide, including templates on how to both develop a similar project, manage it and deliver bespoke training.

This manual is designed to be accessible to all and will avoid wherever possible learning jargon.

Erasmus+ MESAP background and objectives

MESAP brought together partners from Western Europe (Asfar), Eastern Europe (NAMCB) and the Middle East (Cukurova Universitesi Adana Meslek Yuksekokulu) to develop youth enterprise training, digital skills, while promoting social action and civic responsibility to develop young people. The project was delivered over a period of 24 months. The project promoted Youth Workers skills and inter-organisational sharing and best practice through Youth Worker Training and partnership meetings.

MESAP's 3 Partners, based in the UK; Bulgaria; and Turkey, worked together to share Youth Work best practice, develop youth professionals skills, attitudes towards Enterprise and Self-employment and develop a training programme to address youth unemployment, through which to support young people and promote their Enterprise Skills, Digital Skills and Social Action ideas, offering an alternative to traditional modes of employment.

The MESAP delivery model is broken down into 5 stages:

- 1. Partnership Implementation Activity**
- 2. Enterprising the Youth Sector: Youth Worker Training**
- 3. Youth Enterprise Skills**
- 4. Youth Social Action projects**
- 5. Digitalising Enterprise - mobility activities**

1. Partnership Implementation Activity: encourages partner cohesion and cooperation, while building strong links and finalising a unique programme design.

2. Enterprising the Youth Sector: Youth Worker training will deliver 7 days' worth of training for youth work professionals to develop their skills in Enterprise Skills, Digital Skills and Social Action, while increasing their awareness, knowledge, attitudes and the benefits towards self-employment



and social entrepreneurship, and supporting young people to mobilise Digital skills to establish their businesses or social action projects.

3. Youth Enterprise Skills: is a 6 week Skills development programme, held in each country for young people interested in learning about Self-Employment, Business and Enterprise, with particular focus on how young people can set up their own business. Young people will develop Basic Skills including: Communication; Budgeting; Inter-personal; Leadership; Team-playing skills; followed by Enterprise-focused Skills including: What is Self-employment; Brainstorming and Business ideas; How to establish a Company; Business Plan development; HMRC, Tax and the Law; Strategy; Fundraising and Investments; Marketing and Competitors; National Enterprise Allowance; Presentation and Selling your ideas Skills; Partnership-working; Book Keeping basics; and many other key Enterprise Skills and themes required to become Self-employed and establish a business. Young People will also develop basic Language Skills in 3 different languages: Bulgarian; Turkish; and English to promote their Unique Selling Points as businesses and also on their CVs. Furthermore, all young people will complete Employability Skills training.

4. Youth Social Action Projects: will involve young people working together to understand, develop skills and launch a short Social Action project to benefit their Community, establishing the next generation of Social Entrepreneurs in the UK, Bulgaria and Turkey. This 6 week programme, will allow young people to use their new Enterprise Skills, to develop, mobilise and make a difference in their community.

5. Digitalising Enterprise: mobility activity brings young participants from each Country together to learn how digital technology can be used to benefit their Enterprises for 7 days. The activity will involve in-depth Digital Skills training, using systems that can make their Businesses more efficient, reduce costs and improve their general and specialist ICT skills. A long side Digital Skills, key themes will include International Enterprise and Partnerships; Global Business; Cross Cultural Awareness; Language Skills.

The knowledge, expertise and the outcomes will be researched, analysed and published through 3 MESAP Youth Worker instruction publications: Enterprising the Youth Sector; Digitalizing Enterprise; and the MESAP final manual for use amongst the Youth Sector, promoting Self-employment, work-focused Digital Skills and Social Entrepreneurship throughout Europe, offering real examples through the activities, job shadowing information and tools.

Key Objectives

- Development of collaborative partnership amongst partners and wider stakeholders;
- Young people with an increased awareness of Enterprise, Social Action and Digital opportunities;
- Increased number of young people from socio-economic disadvantaged backgrounds, BAME communities and throughout the UK participating in Erasmus+ projects;



- Increased number of young people from disadvantaged backgrounds, BAME communities in London, Adana, Sofia, considering Enterprise as a feasible work option;
- Increased awareness of Stakeholders in Enterprise; Digital tools; Social Action; EU ; Erasmus+; and how Strategic partnership relationships can benefit local communities;
- Improvement in local economy through the establishments of new businesses, better skills and socially changing community projects.

How to use this manual & methods used

This manual will provide key information and guidance on how to deliver an Enterprise and Social Action-themed youth programme or youth worker training. It will also provide guidance on project development, management and monitoring/evaluation.

For specific information on Enterprise and Social Action, please read either Enterprising the Youth Sector or Digitalising Enterprise for example learning materials.

Further materials, such as original PowerPoint Presentations are available from the MESAP website: www.mesap.asfar.org.uk

Programme structure

Dates	Components	Description
Sept 2015	Partnership Implementation Activity	Transnational meeting focusing on the implementation of the programme.
Jan 2016	Enterprising the Youth Sector	Youth Worker Training – transnational activity
May-Aug 2016	Youth Enterprise Skills	Local activity
May-Aug 2016	Youth Social Action projects	Local activity
July 2016	Transnational meeting	Project partnership meeting
Sept 2016	Digitalising Enterprise	Youth Exchange
Jan 2017	Transnational meeting	Project partnership meeting
Jan-Feb 2017	Development of Intellectual Output	Manuals and learning materials

Programme outcomes & outputs

The MESAP Project aimed to address:

- Barriers to Youth Enterprise & Digital Skills



- Barriers to Youth Social Action
- High Youth unemployment
- Low Skills amongst young people
- Youth Workers attitudes & experience in Enterprise as an alternative to Employment
- Long term partnership relationships
- Limited free materials for Youth Organisations interested in implementing Enterprise, Digital, Social Action youth projects

The MESAP Project's key outcomes/outputs included:

- Completed Enterprise Skills training for young people
- Completed Digital Skills training for young people
- Completed Social Action Skills for young people
- Increased skills, awareness and experience of Youth Workers and partner organisations in the delivery of strategic partnerships, enterprise and social action projects
- Change Youth Workers attitudes towards Enterprise & experience through training & job shadowing
- Intellectual Output X 3
- Young people who participated in this programme establishing their own Enterprise
- Young people who participated in this programme establish their own Social Action project and actively making a difference
- Young people moving closer to Employment, Training, Apprenticeships or back into Education
- All Young people more prepared for their next step

Key activities

The key learning activities of the programme were:

Component	Who?	Where?	Date
Enterprising the Youth Sector	All partners' Youth workers	Adana, Turkey	January 2016
Enterprise Skills	Young people	In each country	May-August 2016
Social Action project	Young people	In each country	May-August 2016
Digitalising in the Youth Sector	Young people	Sofia, Bulgaria	September 2016

Project management, Dissemination and Financial management

Project management is a key to any programme, whether it be a large Strategic programme or a small Youth Exchange. To ensure that the programme was sufficiently management, the partnership carried out the following activities:

- Creation and regular update of a Delivery Plan (Gantt format and Activity plan)
- Identification of suitable communication channels



- Launch of a Trello Project Management board

The Delivery Plan, involved the use of a Gantt chart, which is essential in KA2 Strategic Partnerships, as well as a supplementary Activity Plan to add further guidance and assist in monitoring the programme's programme.

Basic Gantt chart

Project activity*	MONTHS	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16
A1 (Project Implementation)													
A2 (Stage 1 - Partnership Implementation Activity)													
A3 (Stage 2 - Enterprising the Youth sector)													
A4 (Stage 3 - Youth Enterprise Skills)													
A5 (Stage 4 Youth Social Action projects)													
A6 (Stage 5 - Digitalising Enterprise)													
A7 (Intellectual outputs, Dissemination & Evaluation)													
O1 (Enterprising the Youth Sector)													
O2 (Digitalising Enterprise)													
O3 MESAP Final Manual)													
M1 (Partnership Im Activity + 2 Transnational meetings)													
I1 (Youth worker training - Enterprising the Youth sector)													
C2 (Youth mobility activity - Digitalising Enterprise)													

Activity Plan

Outputs/Objectives	Progress	Achieved	On target	Improvement
Completed Enterprise Skills training for young people				
Completed Digital Skills training for young people				
Completed Social Action Skills for young people				
Increased skills, awareness and experience of Youth Workers and partner				
Change Youth Workers attitudes towards Enterprise				
Intellectual Output X 3				
6 Young people start their own enterprise				
5 Young people start their own Social Action project				
10 Young people enter EET				
15 Young people increased skills				

We also created a Task Plan, which eventually was moved on to the Trello dashboard:

Task Plan

DELIVERY PLAN		DELIVERY TIME TABLE									
NO.	DELIVERY	RESPONSIBILITY	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15
1	Development of marketing, sign up sheets etc	Sheniz									
2	Review of original application	Sheniz									
3	Financial review & real costs in Jordan	Sheniz									
4	Review of timetable	Sheniz/Charles									
5	Review of workshops	Sheniz/Charles									
6	Development of workshops/materials/delivery/staff	Sheniz/Charles									
7	Update on website & social media	Sheniz									
8	APV & Erasmus+ team meeting	Sheniz/Charles/Urwa									
9	Staff training on programme & Erasmus+	Sheniz/Charles									
10	Identify workshops locations in Jordan with partner	Sheniz/Charles/Urwa									
11	Identify suitable hostels in Jordan with partner	Sheniz/Charles/Urwa									
12	Identify low costs activities in Jordan	Sheniz/Charles/Urwa									
13	Creating briefing materials for participants	Sheniz									
14	Organise an initial briefing event for potential participants	Sheniz/Charles/Urwa									
15	Review participants applications	Sheniz/Charles/Urwa									
16	Final participants list identified	Sheniz/Charles/Urwa									
17	Purchase of travel documents & finalisation of accommodation	Sheniz									
18	Pre-Workshops events planned	Sheniz/Charles/Urwa									
19	Arabic lessons delivered in UK	Sheniz/Arabic speaking Volunteer									
20	Final pre-workshop events delivered	Sheniz/Charles/Urwa									
21	Final briefings to all participants & staff	Sheniz/Charles/Urwa									
22											

The Task Plan is a merging of a Gantt chart and Activity plan.

MESAP partners discussed suitable communication channels and agreed on the follow methods:

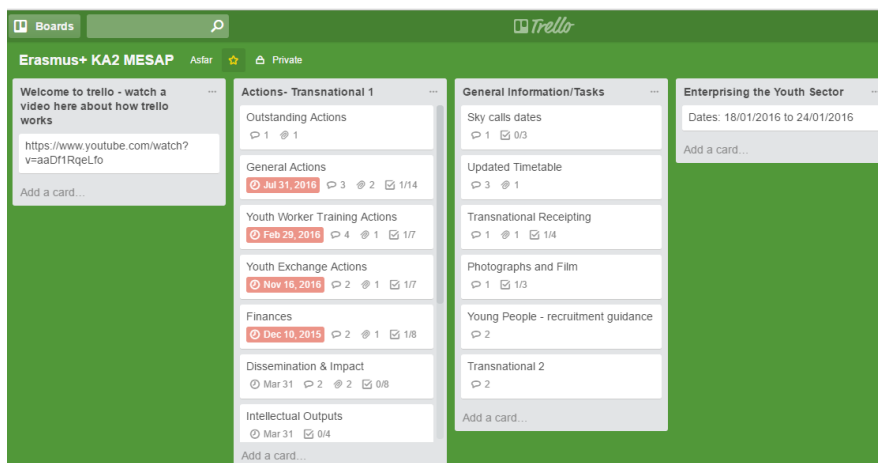


- Skype
- Trello
- Email

All the methods were digital tools due to the programme being international. Regular communication, including programme Update Calls, were essential to making this project possible.

Following the creation of the Delivery Plan, partners agreed to use Trello as the main form of project management, communication and document sharing. Trello, a digital tools which is part of the Digital tools training of this programme, is a free project management tool, which can be adapted for almost all programmes. For full guidance on how to use Trello, please read the manual: Digitalising Enterprise.

Trello – MESAP programme board snapshot:



Dissemination: the promotion, marketing and communicating the programme, was essential for the programme's success. MESAP's partners methods included:

- MESAP Website
- Social Media tools
- E-Film
- Mailshots (News Updates)
- Stakeholder meetings
- Release of the 3 Manuals
- Partners' own websites' News Pages

As part of the programme's implementation, a Dissemination strategy was devised and each partner organisation's nominated a Dissemination key contact, who would be responsible for carrying out these activities in their own countries to ensure local, national and international



dissemination activities took place. Each partner completed a Dissemination Record to ensure that the programme was being regularly promoted. See below a template of the Dissemination Record:



Template Dissemination report MESAP project – period up to 31st July 2016

Partner:

Date	Activity Description:	Level:	Target:	Impact:	What was the Purpose:	Were there any results from your actions?	Link to dissemination activity
	Brochure, Leaflets,	Local/Regional (L/R),	group to whom it was directed	How many people were contacted /reached	e.g. create attention, get feedback	e.g. Feedback from organisations etc. saying as follows....	e.g. Website, link to press releases, etc.
	Posters, Personal Contact, Conference, Workshops, PowerPoint, Press Release, Website	National (Nat), European (EU), International (Int)					Please provide a printed dissemination prove (if possible) when it is online not possible

Financial management of the programme, was ensured by clear communication of the financial rules; individual partners’ budgets; and regularly monitoring and claims. An example template of the MESAP Financial template is available by contacting Asfar at info@asfar.org.uk.

Guidance on how to deliver Enterprise & Social Action skills to young people

The delivery of Enterprise and Social Action skills training should be adapted to an individual country, communities and young peoples’ understanding and skillsets. In the manual Enterprising the Youth Sector and the Annexes, trainers/youth workers will find guidance and tools on how to deliver Enterprise and Social Action project training as well as key information on Enterprise, such as how to develop an idea, business types and the law.

The original intention of this skills programme was to delivery 12 workshops over a period of six weeks: 6 on Enterprise skills; and 6 on Social Action projects. However, some trainers involved in the delivery of this programme recommended merging the delivery plan, as the subjects were so closely linked and to ensure that young people attend as many workshops as possible. The UK team piloted this programme with young people from a deprived socio-economic grouping and those who were primarily from a BAME background, so the youth workers involved considered this the best method to keep all participants engaged.

This manual provides the original training programme and the merged training programme which a youth worker/trainer can use and adapt based on their own delivery objectives.



Enterprise Skills

Session	Element
1	Induction
Focus	The aim of MESAP, what is Enterprise & what skills will be developed, different types of enterprises
2	Enterprise development
Focus	Developing a Business Idea & creating a Business Plan. Business Objectives, Unique Selling Points & Marketing & Communications
3	Running an Enterprise
Focus	Setting Up: What type of Status: Self-Employment; Partnership; Company; Other. HMRC, Tax & the Law
4	Funding & Selling
Focus	How to Fund your Enterprise: Enterprise funding available; Fundraising Skills; Selling your idea to a Funder or an investor
5	Finances
Focus	How to manage your finances: Book Keeping & Accountancy Skills. Introduction to Waveapp
6	International Business & Cultural Awareness
Focus	International business, partnerships, cultural awareness and social and civic understanding. Communication skills including language skills (Turkish; and Bulgarian).

Social Action project

Session	Element
1	Induction
Focus	The aim of MESAP, what is Social Action. Understanding the wider Charity, Voluntary and Community Sectors. Social Entrepreneurs
2	Social Action development
Focus	Development of Social Action ideas & projects
3	Social Action skills
Focus	Social Action Skills: Project Management; Fundraising; Team Working & Leadership; Financial Management; Evaluation
4	Social Action Mentoring
Focus	Mentoring and guidance towards Social Action project launch
5	Social Action Mentoring
Focus	Mentoring and guidance towards Social Action project launch
6	Social Action project launch
Focus	Participants launch their social action project idea



Skills programme – merged option

Session	Element
1	Induction
Focus	The aim of MESAP, what is Enterprise & what skills will be developed, different types of enterprises . What is Social Action. Understanding the wider Charity, Voluntary and Community Sectors. Social Entrepreneurs
Method	Introduction and welcomes, Informal get to know each other activity (The Scrabble game). Explore - what do participants wish to learn from this??? PowerPoint basic information slights on Enterprise & Social Action.
Homework	Participants to carry out research on Enterprise/Social Action activities
2	Enterprise development & Social Action development
Focus	Developing a Business Idea & creating a Business Plan. Business Objectives Development of Social Action ideas & projects. Setting Up: What type of Status: Self-Employment; Partnership; Company; etc. HMRC, Tax & the Law.
Method	Presentation on Enterprise/Social Action. Teams discuss Business/Social Action ideas
Homework	Participants to work on their Business Idea - towards developing a Business Idea
3	Running an Enterprise & Social Action skills
Focus	Unique Selling Points & Marketing & Communications; Social Action Skills: Project Management; Fundraising; Team Working & Leadership; Financial Management; Evaluation. How to manage your finances: Book Keeping & Accountancy Skills. Introduction to Waveapp. Participants carry out Market Research
Method	Half session in-side. Second Half of the session outside in Kennington Park to carry out Market Research and develops communication, team-worker, leadership skills etc
Homework	Business Plan - templates to be completed
4	Funding & Selling Social Action Mentoring
Focus	How to Fund your Enterprise: Enterprise funding available; Fundraising Skills; Selling your idea to a Funder or an investor. Mentoring and guidance towards Social Action project launch
Method	Team Work on Business Plan development. Presentation on Funding/Selling/Mentoring on ideas
Homework	Prepare for their Business Pitch presentation
5	Guest Speaker/Dragon's Den activity
Focus	Guest Speaker from Enterprise/Social Action background. Dragon Den activity, in which Teams present their Business Plans/Ideas in a mock-up of the BBC series
Homework	Reflect on Feedback and think about how they can help their local communities
6	Social Action project launch



Focus	Participants will use their new Enterprise skills to launch a short-term social action activity
Method	Team-work & mentoring - activity
Homework	Launch their social action activity

Guidance on how to deliver a Youth Exchange: Digitalising Enterprise

The delivery of any youth exchange requires a solid partnership, inter-communication skills, good project management strategy and a real commitment to the young people involved. Knowledge of finance and how to deliver programmes on a tight budget are also useful skills and knowledge.

The MESAP programme partners have identified 7 key areas of consideration, when planning the Digitalising Enterprise Youth Exchange, to support organisations planning to deliver a similar activity in the future:

Project planning	<p>Project planning for the Digitalising the Enterprise Youth Exchange, started initially as discussions during the first Partnership Meeting in October 2015 and then was followed regularly through e-communications: email, skype and then finally at the 2nd Partnership Meeting in July 2016.</p> <p>Certain sections of the learning elements would be required before the development of the Intellectual Outputs (which were not due to start until 2017). However, the Enterprising the Youth Sector training which took place in January 2016 trained youth workers in key Enterprise awareness, as well as tools which can be included in workshops (the results of this can be accessed in the Enterprising the Youth Sector manual).</p> <p>So almost all of the learning material existed in some shape or form.</p> <p>Partners were provided guidance on their roles.</p> <ul style="list-style-type: none"> ▪ Asfar, UK – sending partner ▪ Cukurova Universite – sending partner ▪ NAMCB – hosting partner <p>It is key in any partnership programme, that each partner understood their role in the delivery of a learning programme.</p>
Dates	<p>Partners agreed to deliver the youth exchange from:</p> <ul style="list-style-type: none"> ▪ 6th September 2016 to 12th September 2016
Timetable	<p>The hosting partner, NAMCB were given a copy of the original youth exchange description at the start of the programme and as learning materials were developed by partners, it quickly became clear which workshops should be on the timetable.</p>



	<p>However, as a youth exchange, hosting partners are also responsible for adding their own ideas to ensuring participants gain the most from the experience.</p> <p>So as well as the workshops on Enterprise and Digital skills, NAMCB arranged visits to local Enterprises ran by young people, Co-operatives and Credit Union.</p> <p>The traditional key sites of Sofia were also included on the table.</p> <p>For a full table, please view the annexes document.</p>
Finances & Resources	<p>During the first Partnership Meeting with partners in Adana, Turkey in October 2015, the finances, resources and funding rules were reviewed and explained in great deal.</p> <p>Even with this, any organisation project managing a youth exchange will receive regular questions about finances and funding rules throughout a programme and even after a project has been completed.</p> <p>Providing key information at the start of a programme to partners is the best method to supporting partners on finance. A Youth Exchange finance template can be found in the annexes.</p> <p>The funding was allotting at below:</p> <ul style="list-style-type: none">▪ Hosting partner – organisational costs▪ Sending partners – travel costs <p>The hosting partner should cover the following costs in a Youth Exchange:</p> <ul style="list-style-type: none">▪ Accommodation▪ Meals▪ Learning▪ Cultural activities▪ Local travel <p>Where a partner cannot provide all of the above or only part of the above, then they must indicate as soon as possible and make it clear what they will be including.</p> <p>If they do not, then this could cause significant financial problems to the visiting group, which is not acceptable.</p> <p>However, if a group is aware something may not be covered, then at least the group will have notice to prepare. The sending organisation, may choose to cover these extra costs if they can afford it.</p> <p>When distributing funding, the lead partner should ensure they hold an Agreement with the other partner with the terms of how the</p>



	<p>funding will be distributed. This is to protect both parties but to also ensure one partner does not try to demand more funding, which has occasionally occurred in some partnerships.</p>
<p>Recruitment</p>	<p>Each partner used their own techniques to recruitment participants.</p> <p>Asfar, does regular promotion of its youth exchanges, inviting young people to complete an online application form. When new opportunities and dates are confirmed, all applicants receive regular updates and are offered places. Furthermore, emails about youth exchanges are sent to local partners is a key activity as well as social media promotion. Because youth exchanges involve free travel, it is normally not difficult to identify participants generally, however, it is more difficult to recruitment young people from disadvantaged backgrounds and is especially difficult to prevent last minute drop outs.</p> <p>NAMCB, with its links to the local community, schools and businesses found it easier to recruit, especially as they were hosting on a local level. They used a mixture of e-communications as well as face to face promotion with schools, local job centres and the local community.</p> <p>Unfortunately, due to political issues in Turkey, Cukurova Universite could not participate in the youth exchange.</p>
<p>Delivery</p>	<p>NAMCB mobilised the learning materials, created and developed from the Enterprising the Youth Sector training from January 2016 adapted for a youth audience. The materials incorporated key information, informal learning activities and vocational workshops, where participants learned how to use a series of Digital Enterprise tools. These tools included: Wavapp; Trello; and Mailshot.</p> <p>Participants also learned about Enterprise and Social Action (see the learning tools in the Enterprising the Youth Sector manual).</p> <p>NAMCB also organised local visits to Enterprises, Co-operatives and key strategic organisations that focus on the Enterprise sector.</p> <p>On top of this NAMCB, encourage participants to cultural engage, learn about Sofia and visit key local sites.</p> <p>A number of the activities included Team Building and Leadership skills, key elements in Enterprise, where participants had to work together in an informal way to learn both about a subject and also each other. These methods, were key to the week.</p>
<p>Review, feedback and evaluation</p>	<p>Partners were encourages to carry out regular peer review, first during Partnership Meetings, Post-activities (Youth Exchange) and at the end of the programme.</p>



Ensuring that participants also evaluate their experience is essential for programme and organisational development. Methods include:	<p>Ensuring that participants also evaluate their experience is essential for programme and organisational development. Methods include:</p> <ul style="list-style-type: none"> ▪ At the end of an activity the host partner encourage an informal review by participants where they were invited to share their thoughts about the element ▪ Daily Reflections – each member of the group are given a number of post-it notes to put their thoughts, feelings and experiences about the day and stick them on an appropriate board. Then as a group, participants are encouraged to share their thoughts in greater detail about the day. ▪ Evaluation – participants are requested to complete an official Evaluation post-youth exchange, building upon their Daily Reflections, but in a more private arena. <p>All information received, is reviewed by the partners to identify areas which could be improved in the future, especially in relation to the production of any manual (such as this one).</p>
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Guidance on how to deliver Youth Worker training: Enterprising the Youth Sector

Project planning	<p>Project planning for the Enterprising the Youth Sector youth worker training course, started upon the launch of the MESAP programme. An overview of the training course description was shared amongst all partners and through using digital tools, initially discussions began on how best to approach the activity design.</p> <p>Certain sections of the learning elements would be required before the development of the Intellectual Outputs (which were not due to start until 2017).</p> <p>Between August and December 2015, the initial pilot workshops were developed.</p> <p>Partners were provided guidance on their roles.</p> <ul style="list-style-type: none"> ▪ Asfar, UK – sending partner ▪ Cukurova Universite – hosting partner ▪ NAMCB – sending partner <p>It is key in any partnership programme, that each partner understands their role in the delivery of a learning programme.</p>
Dates	<ul style="list-style-type: none"> ▪ 18th January 2016 to 24th January 2016
Timetable	<p>The hosting partner, Cukurova Universite were given a copy of the original activity description at the start of the programme and as</p>



	<p>learning materials were developed by partners, it quickly became clear which workshops should be on the timetable.</p> <p>For a full table, please view the annexes document.</p>
<p>Finances & Resources</p>	<p>During the first Partnership Meeting with partners in Adana, Turkey in October 2015, the finances, resources and funding rules were reviewed and explained in great deal.</p> <p>Even with this, any organisation project managing a transnational training programme will receive regular questions about finances and funding rules throughout a programme and even after a project has been completed.</p> <p>Providing key information at the start of a programme to partners is the best method to supporting partners on finance.</p> <p>The funding was allotting at below:</p> <ul style="list-style-type: none"> ▪ Hosting partner – organisational costs ▪ Sending partners – travel costs <p>The hosting partner should cover the following costs in a Training course:</p> <ul style="list-style-type: none"> ▪ Accommodation ▪ Meals ▪ Learning ▪ Cultural activities ▪ Local travel <p>When distributing funding, the lead partner should ensure they hold an Agreement with the other partner with the terms of how the funding will be distributed.</p>
<p>Recruitment</p>	<p>Youth Workers were selected internally from each partner organisation, as the pilot training course would then assist each organisation to then delivery the local delivery and prepare for the Youth Exchange.</p> <p>If recruitment is an issue for organisations delivering transnational training courses, then reaching out to partners can always be a useful method of recruitment.</p> <p>Alternatively, training courses may be of interest to any volunteers who are working with your organisation, especially if they wish to gain full time employment in the youth sector but lack key skills and training.</p>
<p>Delivery</p>	<p>Cukurova Universite, with the assistance of Asfar’s delegates delivered the training programme, ensuring that the learning was at a level suitable for Youth Workers but also include informal learning</p>



	activities and techniques that the participants could recreate in their home countries.
Review, feedback and evaluation	<p>Partners were encouraged to carry out regular peer review, first during Partnership Meetings, Post-activities (Training pilot) and at the end of the programme.</p> <p>Ensuring that participants also evaluate their experience is essential for programme and organisational development. Methods include:</p> <ul style="list-style-type: none">▪ At the end of an activity the host partner encouraged an informal review by participants where they were invited to share their thoughts about the element▪ Daily Reflections▪ Evaluation – participants are requested to complete an official Evaluation post-youth exchange, building upon their Daily Reflections, but in a more private arena. <p>All information received, is reviewed by the partners to identify areas which could be improved in the future, especially in relation to the production of any manual (such as this one).</p>