



## *Abstract*

# General Overview of External Evaluation Report SALTO EuroMed Activities 2009

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## A general overview

### Year of the Creativity and Innovation

In 2009 Salto-Youth EuroMed developed its activities related to the permanent priorities of the Youth in Action programme, especially the Intercultural thematic and the transversal one of the year 2009 which is dedicated to Creativity and Innovations.

As we will see in detail when evaluating activity by activity, Salto-Youth EuroMed promoted in 2009:

- Steering activities with new thematic as "Art as an intercultural tool in EuroMed", "Sport as an intercultural tool" and new educational tool as the "EuroMed Game"
- A new activity format - Conference - aiming at increasing the quality of EVS and NGO management in EuroMed
- The quality of projects in order to disseminate training tools and good practices through the Tool Fair, tool box and publications
- Cooperation with partners as "Youth Partnership", EuroMed Youth Platform, League of Arab states and Anna Lindh Foundation,
- A common strategy with SALTO RCs as a strong Network.

### Activities in numbers

Activity	Participants		Nr of applications
	attending	foreseen	
Training Course "EuroMed Game" -Portugal-	16	20	108
Training "Building Quality in EuroMed Youth Exchanges" - Finland-	30	30	111
Partnership Building Seminar "Art as an intercultural tool in EuroMed" -Lithuania-	27	30	169
First Seminar LTTC "Traditional sport as an Intercultural tool" Etcharry -France-	24	24	139
First Seminar LTTC on Environment "Youth will make the difference!" -Greece-	23	24	107
Evaluation seminar "Let's evaluate with our Neighbours" - Poland-	57	60	186
'Mosaic' Trainers' Seminar-Turkey-	36	40	60
"Tool Fair 4" -Portugal-	105	90	382
"Our white sea" Conference on NGO's Management in EuroMed-Malta-	37	60	143
Conference on EVS -France-	27	40	195
<b>Total</b>	<b>382</b>	<b>418</b>	<b>1600</b>

## Communication tools and tasks

Together with the mentioned activities SALTO-Youth EuroMed promoted Tools and publications in 2009

As responsible of the collection and the dissemination of good practices in training and in non formal education fields, in 2009, the following communication tools and tasks were developed

- 2 educational reports on "Dialogue among civilisation" and "Democracy within EuroMed context" - Collection "Bringing both sides..."
- Study on EVS
- Publication on EuroMed youth projects through Youth in Action and EuroMed Youth programmes (2007-2008)
- 2 issues of the magazine "Meet'in EuroMed"
- 3 Newsletters "EuroMed Info" on Euro-Mediterranean cooperation in French and English
- Video on Salto-Youth EuroMed activities
- Management of the Toolbox on line on SALTO Website

These tools and publications were sent to the NA network, Institutional partners, Salto EuroMed trainers, EMYU network, ECDelegations and French embassies in the 10 Mediterranean partner countries. They are all available on-line.

## Cooperation and Partnerships 2009

SALTO-YOUTH EuroMed fosters its cooperation and synergies with Euro-Mediterranean partners and other Salto-Youth Resource Centres:

- Meeting of the Editorial Committee of the "Coyote" Trainers Magazine for selection of issues and contributors
- Active participation of Salto EuroMed in working groups of the partnership on EuroMed, Human Rights Education, Research and Intercultural Dialogue
- Working seminar for National Agencies EuroMed project officers and EuroMed Youth Units, (including DG EAC and AIDCO) concerning the EuroMed co-operation
- TCP Meeting 2009
- Salto-Youth Resources Centres Annual Meeting to work our common procedures and our visibility, adjust our calendars, etc.

## Evaluation and quality

Continuing with the efforts of last year, a special emphasis has been put in the evaluation of all Salto EuroMed activities through an evaluation plan.

With this year it concludes the three year cycle of having an external evaluator with the function of developing evaluation tools, supporting the evaluation of activities, facilitating the evaluation meeting and providing a general overview through the evaluation report.

Those evaluation mechanisms and strategies, already set and consolidated, should now "work on their own" under the responsibility of SALTO EuroMed and of the coordinators of the different activities.

# The EuroMed GAME: how to get its best

11<sup>th</sup> - 17<sup>th</sup> May, Amarante -Portugal

The objectives of the seminar were:

- explaining and empowering the various ways of using the EM GAME as a tool, addressing to different topics and according to the different phases of the activities as TCs, Seminars, Youth Exchanges but also as pre departure and on arrival training course for EVS.
- enlarging the possibilities of interactions among the EM GAME and other activities.

In their evaluation participants expressed very clearly that those objectives were all largely met. When reflecting on their expectations, they considered as well that they were largely met.

This was not obvious to achieve because for some participants this was the first contact with the EM Game and others already knew it. Both groups profited from the learning opportunities of the TC.

The learning achievements confirm it. Participants got to know the EM Game and its uses and they explored through it relevant issues in EuroMed such as inter-cultural learning, experiential learning, partnership, fair trade, cooperation...

Participants were very satisfied with the different parts of the programme and its flow. Apart from the boat trip, the best parts were the active discovery of town, the group work on how to use the EM Game and the SWOT analysis on it. Those were key-central sessions and their positive evaluation confirms once again the success of the course. The least positive session was for participant the introduction of the Youth Pass.

The group dynamic and atmosphere was pleasant and supportive. The group was not big but perfectly balanced (8 MEDA - 8 EU and 8 women-8 men). Participants were committed and understood perfectly the responsibility and task entrusted to them in the course.

The work of the team (reduced to Lucia Barbieri and Bernard Abrignani with the support of the NA colleagues) was very positively evaluated. The coordinator in her evaluation consider that the work of another trainer (not so involved in the creation of the EM Game) could have been beneficial for incorporating a more external point of view.

As concluding comments we could say that the training course was a TC and at the same time a test, an evaluation of another project, the creation of the EM GAME itself. Both perspectives and approaches were successfully combined. The EM GAME is a source of tool and not a packed tool doing everything by itself.

The role of trainers and facilitators is exactly to adapt the EM GAME to different situations and target groups.

The further use and development of the EM GAME can continue through specific activities and horizontally, by using it in other activities. An efficient mechanism of feedback and monitoring would be necessary for continuing its development.

Especially remarkable:

- The active discovery of town
- The critical analysis of the EM Game and the exploration of its possibilities
- The high involvement of hosting National Agency
- The creation of handbooks to support the use of the Game within different Actions: youth exchange, EVS and Networking and Training activities

# Training Course “Building Quality in EuroMed Youth Exchanges”

2<sup>nd</sup> - 7<sup>th</sup> June Mariehamn, Åland Islands -Finland-

This TC was co organised by the Finnish NA and Salto Euromed RC and supported by the Danish NA.

The objective of training course was to build the capacity of youth workers/leaders in creating better quality youth exchanges.

According to the participants daily evaluations, to the team evaluations and to the evaluation of the coordinator<sup>1</sup> this objective was achieved until a big extend. It contributed to competence development by providing concrete knowledge, opportunities for participants to develop their skills and attitudes leading to improve the quality of Youth Exchanges the content of the course. At the same time, the real success or not of such a course should be assessed months later looping how the learning outcomes of the course have been implemented by participants in their daily work.

The programme of the TC was oriented to design objectives, methods and programme of youth exchanges using a simulation exercise. First reflecting on participants' own organization. Then sharing with the others about the organization and interests for potential future cooperation, to end up with forming projects groups. Those groups were made in order to simulate the work on objectives, methods and programme building of youth exchanges.

The TC was not aiming directly at projects development. Nevertheless, interested people could work towards a real cooperation. This was an important value of the TC and actually some projects were initiated.

The intercultural learning dimension was a horizontal element of the programme and participants got the opportunity to know each other experiences and practices through the interactive methodology. The group atmosphere and the cooperation among participants was good.

The TC was in principle targeted to people with experience on youth exchanges and aiming to improve their quality but in fact there were quite a lot of participants with no experience. This forced the team to a permanent exercise of adaptation.

The work of the team was good but during the preparation phase it was challenging:

- the concept of the course was not developed by the whole team. There was already a method used on national level which was adapted
- the communication and decision making processes in the team was not always easy before the TC
- it was not possible to work with participants during the preparatory phase
- a member of the team -coming from Meda-Salto side- cancelled his participation in the last minute
- the detailed programme was developed in few days

Even if at the end the work of the team was good, it took a lot of energies to overcome those challenges.

May be due to those reasons the EuroMed trainer thinks that more could have been achieved.

The organizational and logistical work of the N.A. was very good. The venue was attractive and challenging at the same due to the long trip and to its uniqueness (it was sometimes hard to keep the concentration on the work to be done).

Especially remarkable:

- The methodology of the overall programme as a youth exchange simulation
- The involvement and the quality of it of two project officers of the Finnish NA as trainers
- The perfect atmosphere provided by the team, the boat trip and the specificity of the venue

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<sup>1</sup> The participants' final evaluation questionnaires were supposed to be sent back after the training course but until now they were not received.

# Training Seminar "Art as a tool for intercultural dialogue"

15<sup>th</sup>-22<sup>nd</sup> June, 2009 Kernabe/Vilnius - Lithuania

For the first time SALTO-YOUTH EuroMed was asked to implement a training activity which will be focus on and attended by youth workers/practitioners which deals with the arts. This initiative acknowledged the importance of the art in life as a tool for intercultural dialogue and cooperation in the field of non-formal education.

The activity was held in the frame of Vilnius European Capital of Culture 2009, with the concrete objective to present a public EuroMed Event within this frame.

The aim and objectives of the seminar were:

**Aim:** To provide the space for project managers, youth leaders, youth workers that are coming from European and Mediterranean partner countries and active in the field of art and culture to meet, work and create together developing ideas for common future projects.

**Objectives:**

- Creating the space for meeting and dialogue among different European and MEDA cultures and realities;
- Providing opportunity for youth workers, youth leaders and/or project managers working with art and/or culture issues to meet colleagues from other European or MEDA organizations, share their experience and knowledge;
- Developing a common educational approach, creating a space for obtaining knowledge and skills needed using art as an educational tool to encourage and enrich intercultural dialogue in the projects involving young people from Program and Mediterranean Partner countries;
- Getting acquainted with the Youth in Action and Euromed Youth programs;
- Creating partnerships, rising and developing ideas for common projects in the frame of Youth in Action and/or EuroMed Youth programs;
- Working, creating and reflecting together (it is planned to prepare a common performance to be presented at one of the public cultural events that will take place in the frame of "Vilnius - European Capital of Culture 2009").

According to the participants' evaluation, team evaluation and coordinator evaluation, the aim and objectives were in general terms largely achieved.

Looking critically at what could have been better achieved:

- The space for dialogue among different European and MEDA cultures and realities was used to a certain extent, and according to participants, as much as they decided to go into it (perhaps the European participants went more into dialogue than the MEDA participants).
- Not all participants achieved to develop an educational approach for using art as tool.
- Participants got to know better but did not get acquainted with the YiA and EuroMed Programmes.

The learning outcomes of participants confirm the success of the training seminar. Apart from developing intercultural competencies through arts during the seminar they explored and became confident for using arts as an educational tool.

Except for the NGO evening, the participants evaluate positively or very positively the different parts of the programme particularly the most creative like the 'Theatre Lab' and the 'Arts evening'.

Some activities were made in the 'conventional methods' such as group building activities, which could have been done through arts. Also were remarkable the workshops run by participants themselves, sharing art tools.

In an exercise of detailed and constructive criticism the Lithuanian trainer proposed in his evaluation interesting alternatives to be considered in the future for several parts: getting to know each other and group building, NGO fair, sessions on educational approach through art, the work on creation, some details of the evaluation questionnaire ...

As for the event, which was planned to be the highlight of the Seminar, the result was a kind of artistic-mess. Still the value was the intercultural dialogue in its preparation, the work of the group and some parts of it which were well achieved. Remarkable was the debriefing in which the group 'began to talk'.

The overall methodology of the seminar and its diversity was appreciated by participants. Quite some of them mention the lack of time to fully complete some parts of the programme. The methodology combined self managed learning processes by participants and guided ones by the team. This mix was positive. Even if in terms of contents the self managed time was not always very efficient it served the learning on the group process which was as well very relevant.

The preparation process was in general terms efficient but several important dimensions could have been better: a more systematic use of the e-learning community for the preparation of participants, a stronger link -as well in time- between the selection of participants and the planning of the training seminar.

The work of the team was very positively evaluated by participants. The cooperation among them was good and constructive but in their internal evaluation it seems that the combination of backgrounds and roles (experienced trainer but without experience in arts and in EuroMed, junior trainer facing permanently challenges, experienced coordinator thematically and in EuroMed) was not always as fruitful as it could have been.

The group of participants was motivated and committed. The friendly and supportive group dynamic contributed to the peer learning and success of the seminar.

The organisation and logistics of the Seminar were excellent according to participants' evaluation.

There were some punctual tensions between the participants due to the innovative method but the cooperation between the team and the Lithuanian N.A. was good and based on mutual trust and respect and supported the learning process of the whole group.

Especially remarkable:

- The first time that a training activity focuses on and attended arts
- The implementation of the Seminar within a major European frame as 'European Capital of Culture'
- The label given to the TC as activity held in the frame of "Vilnius European Capital of Europe"

The creative - art related methods developed for different sessions and educational purposes

- The success of the performance held in the city of Vilnius and open to all external people.
- The total involvement of the Lithuanian NA

# Training Course "Traditional sport as an Intercultural tool"

28<sup>th</sup> June - 5<sup>th</sup> July, Etcharry -France-

This training course is the first step of a proposed Long Term Training Course, on traditional sports strongly oriented towards future common projects and strategy of network cooperation. The foreseen three main phases:

- 1<sup>st</sup> step 28 of June to 5 of July 2009: Training-Course "Common roots for a common ground" ;
- 2<sup>nd</sup> step: Practical experience of networking projects "Networks for dialogue". The team will coach the participants and their projects implemented all along the duration of the project;
- 3<sup>rd</sup> step September 2010: Training-Course and ongoing evaluation of networking projects "Common ground for a common future".

The first phase of the LTTC was design and co-organised by SALTO EuroMed Resource Centre and the French National Agency (AFPEJA) within the framework of Youth in Action Programme, aiming to explore traditional sports and games as an intercultural learning tool for international youth exchanges.

The concrete objectives of the first training course were:

- to share, discover and practice traditional sports and games in order to acquire intercultural competences and to explore new methods
- to get familiar and be able to use the Youth in Action Programme.
- to understand and use Intercultural learning as a tool with the aim of developing projects.

According to the evaluation of participants and of the team, the objectives were

The participants were representatives of NGO's from EU and all partner countries, experienced in Youth (in Action) Programme and/or EuroMed Youth Programme, experienced in the youth field and familiar with international youth projects and willing to create a long-term strategy of cooperation, within the networking projects, with specific interest in the topic of the TC. The selection of participants was not easy basically because of a lack of European applications. Finally there were 23 participants from 18 different countries with a good balance of Program and Regional Partner countries SEE, EECA, EuroMed.

The cooperation the group of participants coming from four different regions was good and enriching and at the same time challenging in term of languages, in terms of cultural differences and regarding the use traditional sport and games which finally they do not seem to be so different. The group of participants got very involved in the project. As a consequence of their participation they will launch an international NGO registered in France.

The methodology of the course was based on three main pillars:

- The active discover of Basque traditional sports
- The traditional games and sports from all the regions and countries
- All participants developed and run a workshop (and for it, 2 regions have decided to work together: South east and Mediterranean)

The programme included some interesting specificities:

- All the energisers and ice-breakers were focus in using traditional sports and games
- All the presented traditional sports and games were collected / documented
- International coffee break: Each coffee break was focused on each region or country from were the participants are coming from.
- Participants - trainer meeting: The participants had the opportunity to meet a trainer according to his/her questions, expectations,
- Photos: The participants were invited to share their daily in a DVD available for everybody at the end of the course
- Channel: It is an audio-visual method which combines the most representative photos of the previous day(s). It was used to refresh every morning the memory of participants
- Articles / interviews: Participants took interviews on the topic of the training course.

The methodology and programme were appreciated by participants. The use of the venue as a learning tool was possible due to the big implication of local partners. The Local impact was really strong: 2 mayors have been involved, pelota trainers, contact with the Basque sport federation giving the opportunity to see Joko garbi match and Xare training. Visit of local organisation, using training rooms for pelota (Caritte de Bas and Arroue).

At the end participants could articulate concrete projects with solid basis and good perspectives of cooperation. But the process of project development is not free of challenges. Working together as a team in a project is always challenging. As in this course there is the additional difficulty that different regions have different process and possibilities to apply to the YiA Programme: Meda region was not in the condition to apply, European partners are needed to apply and the organisations of the European participants are not always strong enough to provide the necessary long term support.

The biggest challenge was to include this seminar as a phase of a LTTC. The French NA couldn't confirm during this first seminar that they would be able to support the second seminar. This was due to the selection process and to the difficulties of cooperation between the different NAs. That is the main reason why a concrete and clearly articulated coaching process did not start.

The work of the team was good and appreciated by participants but at the beginning it was not easy to cooperate with the junior trainer in the team and find a balanced pedagogical cohesion.

The cooperation with the regional representative of the French N.A. was not effective and the local contact could be done thanks to the organisations and contacts of the team.

Especially remarkable:

- The exploration of a new theme (traditional sports and games) as a educational tool for developing participants competences
- The use of the local community and culture as a learning tool
- The added value provided by having the three regions together as intercultural learning framework

# LTTC on Environment "Youth will make the difference!"

21<sup>st</sup> - 30<sup>th</sup> September, Serifos -Greece-

The Long Term Training Course aims to give for European and Meda youth organizations a real chance to create reliable projects, by creating and offering tools and technical support (coaching) to the participants on the preparation and different phases of their projects.

Additional objectives of the course are:

- To work, share and do with and for Local Population
- To imagine, develop and implement real and concrete projects.
- To develop a structured dialogue with policy makers and stakeholders for a sustainable environmental.
- To learn about concrete contribution to global sustainable development, with a special focus on the Euro-Mediterranean area.

Having those overall objectives in mind the team defined the following objectives for the first phase of the LTTC

- To support the creation and development of new innovative and quality Environmental projects in EuroMed.
- To continue with a Euro-Med strategy that reinforces the cooperation between European and Meda countries in the frame of the youth field.
- To promote the idea of taking care of our environment all around Meda and European countries by working on new partnership matching, new projects and establish networking between the participants.
- To multiply the effects of the outcomes.
- To develop a project where all actors will be direct beneficiaries of the outcomes achieved during the training.

According to the participants and to the team evaluation the objectives of the first seminar were largely achieved. This first seminar gave them opportunity to them to get to know each other well through work and creation, and at this is a good basis for participants to cooperate in developing future youth projects. The last part of this first seminar allowed participants to create 8 projects according to the expected characteristics: focused on environment, including partnerships created in this TC and with the commitment to implement them next year.

The program of this 1<sup>st</sup> part of LTTC in Serifos was based clearly in the objectives were set. The idea of the flow of the program was first to give to participants a strong possibility to come close to each other and in the same time to feel the environment around them. That's why it was chosen to arrive to Serifos by sailing boats.

The first part of the program allowed participants to get to know the place, the culture, each other inside the group and the topic, both in theory but also in practise.

In the second part the program had the chance to work and practise the information they get the previous days but also to work in smaller groups, by making research in the topic and preparing workshops for the rest of the group. Three sub-topics were handled: energy, water and garbage. The third and last part of the program of the training course was dedicated in the project making.

Participants evaluated very positively, without any significant exception, all the parts and units of the Programme.

The methodology was as well appreciated by participants. One of its important dimensions was the experiential one: participants should feel the need of taking caring our environment but also do small things that can support this need. Experiencing this should help to have this in mind in the future and this was visible in the projects and workshops developed by participants.

The selection of the island of Serifos in Cyclades was made almost the previous year during the previous TC for environment. The characteristics of the island provide many learning opportunities in the training course:

- The environmental cases helped in building one of the strong parts of the program, the research working groups made by participants.
- The support of the Municipality was not in the end like it was expected. But the team managed to find alternatives, which were very positive for the training course: support from the head of the school, integration of school and its students, locals and volunteers helped a lot.
- The easy way to come in contact with the local community gave the opportunity to participants to take interviews, to have a strong taste of the reality of the island and to find out the maximum they could for the time given as concerns their research.
- The alternative style of the island gave the opportunity to meet visitors that were visiting the island exactly for this reason and so give an added value to the research through their interviews.

The support from the NA was really strong and effective from the first moment of cooperation. Many meetings took place and officially 3 successful preparation meetings.

The selection of the participants at 90% was made during the preparation meeting in Athens, by the team of trainers and with consultation of the host NA.

During the preparation phase the team faced some problems with the communication and approval of the sending NAs but they managed to have the confirmation of the whole groups more than one month before the implementation of the training course. With a bit of delay due to the technical problems with the e-learning community the preparation by participants took place. All of them made a good and consistent preparation for the course. Their motivation to work was obvious in the preparation phase and luckily continued until the end.

The diversity in ages, in cultural and in education background, in experience in the youth work and/or in the topic was very big. But this didn't create problems but promoted the cooperation and made possible the exchange and the sharing through the group. Participants appreciate a lot the contribution of the group in their learning process.

The work of the team was consistent, complementary, enriching and appreciated by participants.

The practical, educational and collegial support from the SALTO EuroMed team was effective and particularly appreciated by the course coordinator.

Looking at the future, the coaching phase had already started. The result and effectiveness of the course can be assessed only by its end but this first seminar seems to have been a very solid start.

Especially remarkable:

- The preparation by participants
- The pertinence and relevance of the topic
- The use of the local reality as source of learning
- The interaction with the local community as learning frame.
- The huge contribution of the Greek NA: Head and staff

## "Let's evaluate with our Neighbours"

6<sup>th</sup> - 10<sup>th</sup> October, Konstancin-Jeziorna, -Poland-

Let's Evaluate with our Neighbours was an Evaluation Seminar organised in the frame of a long term strategic cooperation that Regional SALTOs (EuroMed, SEE and EECA), together with European Commission as well as French, Slovenian and Polish National Agencies of the Youth in Action programme, have been implementing for the last two years towards an active cooperation with the Neighbouring Partner Countries (NPC).

During this period, two previous events were organised, actively involving partners from the three Neighbouring regions and Programme countries, in the frame of the Youth in

Action programme, specifically:

- Let's Meet our Neighbours and the World (2007): the first event in Marly le Roi, France, was a meeting point. More than 120 representatives of youth NGOs as well as stakeholders from Programme countries and from the three Neighbouring Regions met together in order to share, get involved and promote the European neighbouring cooperation.

- Let's Work with our Neighbours (2008): the second cross-regional event in Velenje, Slovenia, gathered more than 75 practitioners of European youth work and policy to continue the process initiated in 2007, in order to strengthen the links and create a platform for working together. This was a contact and project oriented event and a number of multilateral new partnerships were set up at the end.

As a third step of this strategy came Let's evaluate with our Neighbours (2009), which was an evaluation meeting that gathered different stakeholders, from practitioners to representatives from National Agencies and SALTO resource centres actively involved in activities with the three neighbouring regions. It was organised by the Polish National Agency in cooperation with the three regional SALTOs, the Slovenian and French National Agencies and became another important step stone in this cooperation strategy.

This Seminar brought together a significant number of stakeholders: a total of 72 participants, including youth workers, project managers, trainers, National Agencies and SALTO representatives, coming from Programme and Neighbouring Partner countries, that had the opportunity to exchange, reflect and assess together the outcomes and challenges of the work in progress.

The group composition was as follows:

- 28 Pax from Program Countries: 8 from EECA, 6 from Meda, 9 from SEE
- 11 from NAs, 5 from SALTO RCs, 4 Team members and 1 reporter

In the group were represented the following countries:

- Albania, Armenia, Austria, Bosnia and Herzegovina, Croatia, Denmark, Estonia, France, Georgia, Germany, Greece, Italy, Jordan, Lebanon, Former Yugoslav Republic of Macedonia, Montenegro, Morocco, Poland, Portugal, Russian Federation, Serbia, Slovenia, Spain, Sweden, Tunisia, Turkey, Ukraine, United Kingdom
- 8 National Agencies: 8 - Austria, F.Y.Republic of Macedonia, France, Germany, Italy, Poland, Slovenia, Turkey
- 3 SALTO Resource Centres: 3 - SALTO EECA, SALTO EuroMed, SALTO SEE

The specific objectives of the Seminar were:

- To promote the QUALITY in the cooperation with the Neighbouring Partner Countries by evaluation/research of results.
- To evaluate cooperation between youth organisations by presenting good practices and sharing experiences.
- To collect, highlight and disseminate good practices.
- To create a kind of a 'List of recommendations' for future project partners and coordinators.
- Additionally to evaluate the cooperation between National Agencies' officers responsible for Neighbouring Partner Countries, regional SALTOs and European Commission.

According to the evaluation of participants and of the team, those objectives were largely achieved: in average around 90% according to the evaluation of participants. One previous to the Seminar it was prepared a Compendium including statistics from cooperation in 2007-2008 and a collection of examples of projects of the participants of the Seminar. This work helped very much, not only to have a vision of the whole set of good practices within the neighbouring cooperation, but also to see a concrete tool to disseminate them.

The main idea in terms of methodology was to create a flow for self reflection on projects, sharing of good examples, analysis of difficulties and positive results, construction of recommendations and good practices to disseminate. Different methods were used for stimulating the individual reflection/work, the sharing in small groups of discussion/work, the analysis/synthesis for production, the creation of a space to get inspired for future cooperation, in order to facilitate the learning from each others' experiences and the formulation of significant recommendations for future projects and for the overall policy of cooperation with Neighbouring Partner countries in the framework of the Youth in Action Programme: socio-metric exercises, creativity moments, assessment and evaluation activity, exhibition gallery of good practices, project group discussions to create recommendations and good practices templates, spaces for Regional cooperation, self organised space for further discussions and projects, inputs from institutions' representatives. This process took place not only between peer groups but also among different stakeholders: we had sessions in parallel for practitioners and institutions in their own group and other sessions in which they were working and sharing together: consultations between practitioners and representatives of National Agencies and of SALTOs, both formal and informal, were meeting specific needs of participants.

During the Seminar the work was focused on deepening both on the challenges and on the good practices, which gave value to the fact of learning also from difficulties. It was appreciated the possibility to meet people from different regions, to share their stories of projects, to assess their cooperation, deepen their good practices. Everybody (practitioners and representatives of institutions) managed to have an insight vision of what happened in the neighbouring cooperation.

25 recommendations have been submitted during the Seminar, on different areas: financial issues, technicalities and procedures, inclusion, support, content and methodology, partnership, visa. In the annex is possible to see the collection of recommendations to be disseminated to practitioners and institutions in the field. They are very detailed and relevant and can be found in the following inserted file:

The presence and commitment of representatives of SALTO Resource Centres and National Agencies (only the representative of European Commission couldn't take part) was valuable and contributed to the overall success of the event.

The representatives of the three Regional SALTO Resource Centres and of the 8 National

Agencies:

- evaluated Youth in Action Programme implementation in the neighbouring regions 2007-2009 (action 2 and 3.1), deepening presentations of data collected by regional SALTOs, discussing on strong and weak points of Programme implementation in the regions;
- evaluated institutional cooperation between National Agencies - regional SALTOs - European Commission - Beneficiaries, discussing on obstacles and possible improvements and giving a feedback to beneficiaries during a session were they were working together;
- worked on follow-up and on improving the cooperation.

For the future it is considered as crucial the dissemination of these results through the Publication including good practices and recommendations produced during the Seminar.

Especially remarkable:

- The continuity and the overall long term "Let's" educational strategy
- The involvement, active participation and cross fertilisation between different actors (participants, SALTO RCs, NAs...)



# 'Mosaic' Trainers' Seminar

2<sup>nd</sup> - 8<sup>th</sup> November Antalya -Turkey-

This Trainers' Seminar was organised in cooperation with the YOUTH Partnership and the Turkish NA. It was addressed to former TOTEM and TATEM participants and trainers with experience in EuroMed.

The objectives of the seminar were:

- To become familiar with the T-Kit on Euro-Mediterranean Youth Work (MOSAIC) and explore its contents and activities, particularly in relation to religion and tolerance
- To deepen participants' competence in addressing religion and belief in the Euro-Mediterranean youth context
- To share information about the developments in the Euro-Mediterranean youth field
- To support informal networking between trainers active in Euro-Mediterranean youth activities
- To contribute to the future developments, strategies and programmes in relation to training of trainers in the Euro-Mediterranean area by the Partnership and SALTO.

According to the evaluation of participants and of the team, those objectives were, in general terms, achieved.

The least level of achievement according to participants correspond to the first objective probably because the T-Kit was not yet (for the second year) physically available. This is clearly a shortcoming of the seminar.

And the most achieved objective correspond to the development of competencies in addressing religion and belief in the Euro Mediterranean youth context.

The evaluation of the different sessions and of the learning achievements confirms that participants developed a deeper, wider and richer understanding of religion and beliefs and how to address them in the educational activities.

At this moment it is not possible to assess the impact of the activity and the achievement of the "future oriented" objectives like the informal networking or the future strategies. But the commitment of participants and the collaborative atmosphere is a good basis for it.

The methodology was appreciated by participants specially its diversity. The high commitment of all involved actors in the training.

The group of participants was active and motivated. They contributed to the seminar and they benefit from each other experiences. There was a good balance between "experienced" and "not so experienced" trainers.

Participants evaluate positively the work of the team.

Especially remarkable:

- The relevance of the topic in the EuroMed context
- The logical frame of the cooperation within the "Partnership"
- The high level of complementarities with the colleagues of the CoE
- The ongoing cooperation with YOUTH Partnership and Turkish National Agency.

## "Tool Fair 4"

10<sup>th</sup> - 15<sup>th</sup> November, Evora -Portugal-

The Tool Fair has become in a consolidated activity in the annual planning of training activities provided by SALTO EuroMed RC, in cooperation with the host National Agencies (2006, French NA; 2007 Turkish NA; 2008, Spanish NA; 2009, Portuguese NA; 2010, Italian NA; 2011, probably Estonian NA) and with the other SALTO Resources Centres.

The objectives of this edition were:

- To gather and to valorise tools created and implemented within the framework of youth work in general and Youth in Action Programme more specifically.
- To test those tools.
- To share and create a "common memory".
- To go one step beyond in the visibility and the dissemination and exploitation of results.

A total of 151 persons were involved in this edition, from 34 countries, with representatives of 9 National Agencies (France, Turkey, Portugal, Estonia, Italy, Greece, Bulgaria, Lithuania, Malta) and the SALTO Network (Inclusion, Cultural Diversity, Participation, Training & Cooperation, EECA). A total of 57 workshops were developed.

There were not an evaluation by objectives or by fulfilment of expectations from the participants but their evaluation of the different parts of the programme invite us to think that those objectives where achieved. The workshops, which are the heart of the Tool Fair, were positively evaluated by participants, particularly the ones from SALTO RCs and as well as the C - STICK, a virtual tool presented by a NGO invited by SALTO Inclusion. The workshop DAVID vs. GOLIATH was highly appreciated too.

In this edition there was an emphasis on actively involve participants through several activities:

- the Active Discovery of Évora reached its aim of teambuilding, creating a best atmosphere between participants since the very first moment
- the Photo Contest, with 452 pictures received, became in a strength for the TF4 visibility in the international framework. A selection of 27 photos were done and the TF4 participants voted the winner.
- opening some activities to the local youngster's participation (a total of 17 NGO'S local associations from Alentejo Region)
- the local partnership, supporting the activities in different levels (logistics, information, dissemination and publicity)
- The live stream edition through the website [www.toolfair4.org](http://www.toolfair4.org).

Those parts and dimensions of the programme were as well appreciated by participants: particularly the active Discovery of Evora, the live stream Edition and one of the opening lectures.

The Open Market which was the space for quite some participants to present their tools was negatively evaluated. This was probably due to its unclear nature and structure and to the insufficient time allocation.

On the organisational side -but with an impact on the educational side-, during their common evaluation, the SALTO RC and the hosting national identified the following strengths, weaknesses

and aspects to consider for the next edition.

#### Strengths:

- The high involvement and commitment of all the partners.
- The Portuguese NA got a great local impact, not only by the Photo Contest, but by the Open Market and the Live Stream. In terms of visibility, the support of EPRAL and the live stream supposes and innovation and a virtual participation across all European countries, by Internet.
- The present NA's were satisfied with the result.

#### Weaknesses:

- Some confusion and few problems due to the high number of partners involved
- Participants left without the contact list, the Tool Fair Video and the pictures.

#### Suggestions for the next edition:

- The profile of the participants, the part - time participation and the last time drop - outs may be considered for next editions from the NA's side.
- Informative plenary times may be included in the programme.
- Informative boards in common places, with the daily programme and relevant info (such as the workshops) may be located in a visible and accessible place.
- It may be done a follow up of the DEOR: the website will be open during one year, so it could be checked in the next edition.
- The involvement of local partners as EPRAL is a very good support for the logistics and the event development.

#### Especially remarkable:

- The live stream edition through the website and the local impact of the Tool Fair
- The SALTO RCs workshops
- The presence of the Portuguese State Secretary of Youth
- The great visibility ensured to the whole event.

## “Our White Sea”

# Conference on NGO's Management in EuroMed

16th – 22nd November –Malta-

This Conference was co-organised by EuroMed Youth Platform, the Maltese National Agency and SALTO EuroMed with the support of the Greek and Turkish National Agencies.

It aimed to bring together NGOs and stakeholders from both sides of the Mediterranean shores and give participants the opportunity to:

- Reflect and discuss their experiences at NGO organisational and management level.
- Produce a comparative analysis of good youth work practices.

According to the evaluation of participants and of the team those objectives were in general terms achieved. Some mixed feelings or dissatisfaction were due to the lack of time or learning spaces: some would have liked more discussions in plenary, some others more time to get to know each other, for more “practical oriented” sessions...

The participants were stakeholders, policy makers, board members and representatives of youth NGO's from EU and Mediterranean Partner countries directly involved at organisational management level in Youth in Action Programme and/or EuroMed Youth Programme. The diversity in the participant group was very big in terms of levels of knowledge and experience, expectations and commitment. This was on a hand a big richness but on the other hand a very big challenge because it was not possible to satisfy everybody's needs. That is probably the reason why the overall evaluation was clearly positive but not enthusiastic.

### **The Conference focused on the following issues:**

- Youth Policy in the Regional context;
- Realities of NGOs in the Euro Mediterranean area;
- Good practises;
- Information about the Key Actors in EuroMed area;
- Tools about project management;
- Opportunity for networking.

Participants appreciate the pertinence of these topics in EuroMed and the learning achievements were significant. At the same time, probably because of trying to cover so many waste topics some of them miss to have more time to explore them more deeply.

The methodology was diverse. It combined experts' input, workshops, open market, plenary discussions... Participants generally appreciated it and made use of the spaces of participation which were a lot for a Conference. But there was a misunderstanding about the nature of the event: a training or a conference. This provoked different expectations in terms of methodology and explains why for some participants it was not interactive enough.

The contribution of the experts was appreciated. The team considers that in some aspects they should have been more thoroughly briefed. And idea for future conferences would be to have a “call for papers” so that the contribution of experts could be coached and tuned.

Despite some personal difficulties in the preparation, the team of facilitators worked well together and their work was positively evaluated by participants. Especially remarkable:

- The relevance of the topics in the EuroMed Context
- The cooperation with EuroMed Youth Platform and its future possibilities
- The new -in SALTO EuroMed “conference format” which can be very adequate to explore thoroughly certain topics in the future

The presence and contribution during the event of: coordinator of Youth Partnership, representative of Bibliotheca Alexandrine, head of Turkish NA and Malta NA and NA project officer of Italy and Czech Republic.

# Conference on EVS

2nd - 6th December, Roubaix –France-

This conference was organised in cooperation with the French and the Cypriot NAs.

The objectives of the conference were:

- To introduce the specificities of the Euro Mediterranean Voluntary service and its impacts,
- To stress the positive effects from each side of the Mediterranean sea, through the Euro Mediterranean voluntary service study - to be released by SALTO EUROMED-and exchanges of practices in the frame of the voluntary work and EVS especially,
- To encourage new initiatives in the EuroMed Region.

According to the evaluation of participants and of the team, the objectives were largely achieved.

The question of definitions and different understandings of the volunteering in EuroMed area was at the heart of all reflections. The issue of the impacts was concretely addressed in specific working groups, who worked on impact at different levels: On the NGO, on participation of young people into society, on youth policies, on local community. Additionally, the question of impacts was completed by a reflection on concrete indicators of measure of these impacts.

Everybody “got an idea” of new partnership or decided to change something in his future practice, enriched by the other participants and the reflection led during the event.

The second objective was probably no so completely achieved. The study was presented in an interesting way, but it is still under construction and the time devoted to it was too short. The exchange of practices could have been more intensive. The levels of experience were very various.

The course was addressed to participants already experienced in the voluntary work and/or EVS and who had a clear mandate to commit their NGO: Promoters, members of NGO's, representative of institutes, public bodies... The level of participants and their interaction was pretty good. Everyone contributed, even though levels of experience in EVS or Euro Mediterranean voluntary work were very various. But all of them had a vision of volunteering and a wish to give to it some value.

The programme tackled different elements:

- Inputs about international voluntary work;
- Exchange of ideas, definitions and practices within the experiences of voluntary work and especially in the frame of EVS;
- Encourage new partnerships and strengthen existing networks;
- Presentation of the EUROMED Voluntary Service Study (courtesy of EuroMed SALTO) presentation, evaluation, recommendations to optimize initiatives, partnership, impacts.

And as horizontal topics concerning Euro Mediterranean Voluntary:

- Active participation of young people of both gender in society
- Environmental issues and the role of young people

- Intercultural dialogue
- Innovative and creative projects

The articulation of the Programme and the methodology followed the format of a Conference with inputs from experts about international voluntary work, discussions, working groups... The contributions of the experts were of good quality and appreciated by participants and by the team. The working groups were really productive and the level of reflection high.

There were no big creative methods or "magic" moments of group atmosphere but, the creativity was there in the questions, in the level of reflection, in the articulation between different contents. The "conference-like" place and approach brought in seriousness, and professionalism but no "boring formalism".

The team work was good and constructive. One of the team members could not attend the seminar due to health reasons but this handicap was overcome with mutual support and good cooperation. Particularly enriching was the role of the external reporter that apart from producing the documentation gave to the team a precious mirror of their work.

The work in the logistics of the local NGO ADICE, with support of the French NA, was efficient. There was a real presence and support.

We could conclude that the level of the seminar was quite high, the effort to articulate contents and to deepen reflections, also reinforced by high-quality level experts was important. The group productions were really contributing to the learning process. But, after all, all these very positive aspects were for a limited quantitative impact (40 participants were foreseen but there were just 27).

Especially remarkable:

- The relevance of Volunteering in the current and future EuroMed Youth Work
- The new -in SALTO EuroMed "conference format" which allowed a high quality of reflections and outcomes
- The added value provided by ADICE and by its Network.

## Final conclusions and recommendations

From the evaluations of the different actors (participants, organisers, team members, NAs, SALTO coordination...) we can conclude that the activities were successful. Together with all the details previously analysed, several indicators lead us to this conclusion: a high number of applications, no black spot (something strongly negative) in any activity, objectives fulfilled - when measured- around 75% ... It was as well a demanding year because new activity formats and new topics were introduced.

Of course with differences but from the evaluation we can conclude that the programme, contents, methodology, group dynamics... were in general very positive in the 2009 SALTO EuroMed activities. There were strong and deep of good learning, exchange and networking opportunities.

The work of coordinators and team members was important for this success. In general the tendency of having small and rather "experienced" teams continued. In some cases an extra team member could have been convenient. Despite the workload that implied this option in the team compositions has guaranteed consistency when dealing with difficulties and unforeseen circumstances.

After evaluating activity by activity in the evaluation meeting (14<sup>th</sup> - 16<sup>th</sup> Dec 2009 Marly le Roi) the Coordinators identified to main key ideas - challenges for the EuroMed activities:

- Developing ownership
- Having a bigger and sustainable impact

And following the discussions on those, two additional ones were explored and considered of a key importance

- The communication strategy
- The web site and ELC (E-Learning Community)

### Developing ownership

It refers to the idea that with different roles and responsibilities all the different actors involved in an activity (coordinator, team, participants, NAs, Salto EuroMed, partners...) feel the activity as "their" activity, contribute and benefit from it and are motivated and ready to efficiently cope with difficulties.

After analysing the factors playing a role for developing ownership and after reflecting on the difficulties the group of coordinators came with the following precise recommendations. As we see those are chronologically ordered and with a clear identification of the actors who should implement them.

Recommendations	When	From	To
To prepare the prep meeting with a clear working agenda and a clear distribution of task	Before the preparatory meeting	SALTO EM	NA, local partners
To ensure the understanding of the prep meeting agenda and tasks, the communication	Before the preparatory	SALTO EM	NA, local partners

flow	meeting		
The “why” question (the rational and fundament of the activity)	Before the preparatory work	SALTO EM	Team, trainers
	During the prep meeting	SALTO Activity Coordinator	Trainers, NA, local partners
To focus on the content more than in the logistics	During the preparatory work	SALTO EM	NA, local partners
The presence of the relevant and concerned actors the whole prep meeting	During the preparatory work	SALTO EM	NA, local partners
To ensure the adequate reception of the prep meeting report and its understanding	During the preparatory work	SALTO Activity Coordinator	NA, local partners
To facilitate a quick selection procedure	During the preparatory work	SALTO EM	NA’s
To start the communication flow with the selected participants as soon there is a provisional list	During the preparatory work	SALTO EM	NA’s, team, trainers
To ensure the adequate understanding of the objectives by the participants	During the preparatory work, after the selection of the participants	SALTO Activity Coordinator	Trainers, participants
To check the level of commitment and involvement of the participants	During the preparatory work, after the selection of the participants	SALTO Activity Coordinator	Trainers, participants
To consider the use of SALTO EuroMed Game	During the Prep Process and in the activity	SALTO Coordinator	Team
To adapt (if possible and not changing the overall programme of activities) the planned activities according the expectations by the	During the activity	SALTO EM	NA, participants

participants			
To give responsibilities to the participants since the selection moment till the annual evaluation of Salto EuroMed	During the whole activity procedure (TC, events)	SALTO Team	Participants
To inform participants about the SALTO EuroMed web site, publications, newsletter,	During the activity	SALTO Team	Participants
To provide with e learning supporting tools (like the E.L.C.) for the continues participation	During the whole activity procedure (TC, events), since the selection moment till the annual evaluation of Salto EuroMed	SALTO EM	Team NA Participants
To ensure the understanding of the value of the evaluation as factor for the ownership of the activity	During the whole activity procedure (TC, events)	SALTO EM	NA Team Participants

### Having a bigger and sustainable impact

After analysing the impact of the activities and deepening in the obstacles; the coordinators first assess that SALTO EuroMed activities already have a significant impact. The applications, ongoing activities, quality, tools, publications, material, downloads... are clear indicators of it.

Before coming to recommendations for improving the impact there is a consideration to do. There is the need to continue producing specific and innovative activities but, on another hand to guarantee some continuity and certain long term strategies and fields of expertise.

### Recommendations:

- To continue the "Taylor made" way to co operate with NAs; meaning the contribution of Salto Euromed RC is based on needs expressed by NAs and based on designing training concepts and providing trainers; the NAs contribution is never based only on finances but also on being part of the team.
- to develop an "EuroMed strategy of activities" which includes a) activities for beginners as it was few years ago (like Step In, At, To), b) theme based activities and 3) LTTCs and other process oriented activities.
- Long term strategies (e.g. Let's) should be fostered. This the best way for growth, involving the partnership with NAs
- LTTCs should continue. They are providing good impact in terms of process and sustainability and ensure a follow up. Supporting NAs are helping to achieve impact and

- follow up because they choose participants they know.
- For the activities that take place every year (e.g. Tool Fair) the aim should be to definitely consolidate them putting an extra effort on their documentation / publication linked to them
  - If possible and convenient it would be interesting to organise activities within major events or political frameworks, like: Presidency of EU, European Capital of Culture, Forum of youth cultures...
  - Continue the consolidation of the existing Partnerships with other EM actors: Biblioteca Alexandria, EuroMed Youth Platform, League of Arab States, Anna Lindh Foundation...
  - offer 1 more working day to coordinators to keep properly (and not by chance) the contact with participants for at least half a year (exchanging at least one general mail per month) - if not SALTO can do that on behalf of the coordinators

#### www + ELC

The web site and a consistent and interactive visibility in internet are crucial for the purposes of impact of activities and ownership.

The ideal would be to have an interactive web page that integrates different functions and spaces: traditional SALTO EM web site, ELC, videos, publications and documentation space, newsletter subscription mechanism, social corner with forums, chats... And for this to have a content facilitator and a technical support.

- to set a "non official" ELC exclusively for the LTTCs and with the function of doing true e-learning (e-learning units combining different tools forums, assignments, questionnaires...) and not just information and documentation/compilation of files.
- To see the possibility of setting a web site for the overall Tools strategy (including the Tool Fair)
- To proceed with the already planned changes - quality improvements in the tool box