



REGIONE AUTONOMA
DE SARDIGNA
REGIONE AUTONOMA
DELLA SARDEGNA

CaBuReRa

Capacity Building Relay Race



Handbook
on project management at
Euro-Mediterranean level

www.caburera.org



Handbook on project management at Euro-Mediterranean level

This publication has been produced with the financial assistance of the European Union under the ENPI CBC Mediterranean Sea Basin Programme. The contents of this document are the sole responsibility of CESIE and can under no circumstances be regarded as reflecting the position of the European Union or of the Programme's management structures.

The CaBuReRa Project is implemented under the ENPI CBC Mediterranean Sea Basin Programme (www.enpicbcmcd.eu). Its total budget is 1.680.000,00 € and it is financed, for an amount of 1.512.000,00 €, by the European Union through the European Neighbourhood and Partnership Instrument.

This publication is part of the CaBuReRa project, funded with the support from the European Commission, ENPI CBC MED – Priority 4: Promotion of cultural dialogue and local governance, supporting the exchange, training and professional development of young people and all forms of dialogue among the communities as well as improving the governance process at local level. It is composed of the following measures – Measure 4.1 Support to mobility, exchanges, training and professionalism of young people.

This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be of the information therein.

Realised by CESIE

International Cooperation Department

Office: Via Roma n.94 – 90133 Palermo, Italy

Tél: +390916464224

www.cesie.org

Date of publication: March 2016

This handbook is the final product of CaBuReRa project.

It is the resume of an experience lasted 24 months, an experience made of cooperation and capacity building among partners, but especially it is the compendium of the **international mobility experience of 85 young people from Greece, Italy, Jordan, Portugal, Palestine and Lebanon** who had the possibility to live both an international and a national learning by doing experience about project writing and management.

The most important lesson all partners and participants learned is the cooperation among Mediterranean people and regions that seem to be far and different but actually are very close especially culturally.

This publication has been developed by the participants with the support of all trainers and project partners.

We would thank all of them for their active participation and commitment and we would have been happy to offer this great experience to as many young people as possible, but instead of that, we offer you to live the CaBuReRa experience through this Handbook!

Enjoy your reading!



INDEX

Chapter

1

About CaBuReRa.....	6
Tips and tricks for Project Cycle Management.....	10
Project Cycle Management - Where to start?.....	13
Tips and tricks for Project Cycle Management.....	15
Ideas and objectives - where to start?.....	16
Plans vs. reality.....	17

Chapter

2

Best practices to fight youth unemployment through youth work.....	19
Mobility programs as a partial solution to tackle youth unemployment.....	20
Best Practices to fight youth unemployment.....	22

Chapter

3

Role of public administrations in Mediterranean cooperation.....	32
--	----

Chapter

4

Participants' experiences and suggestions to peers.....	36
Thanks.....	60
Conclusions.....	61
Webiography.....	62
Partnership.....	65

About CaBuReRa

Capacity Building Relay Race – CaBuReRa (www.caburera.org) is a 1.680.000 million Euro project and it is financed, for an amount of 1.512.000 million Euro (90 %), by the European Union (ENPI CBC Mediterranean Sea Basin Programme) through the European Neighbourhood and Partnership Instrument.

CaBuReRa aimed at promoting the collaboration among Mediterranean territories by offering mobility and professional development opportunities to young people. The project involved 85 people (29 youth workers – TG1 - and 56 young unemployed – TG2) from partners' country offering them the opportunity to live a professional experience abroad. They have been hosted by partners' organisation and provided with training in: project cycle management; foreign language; management of projects with local organisations; etc. Thus, the participants have worked with experienced organisations active at Euro-Mediterranean level in an international work environment developing technical skills on project management, mediation skills and intercultural competences. At the same time, the project have supported the development of civil society organisations and public authorities promoting networking both at local and international level.

11. Partnership

The partnership is composed by the following organisations:

- European Centre of Studies and Initiatives
*www.cesie.org - (Italy, Sicilia), **Beneficiary***
- Region of Sicily -
pti.regione.sicilia.it - (Italy, Sicilia)
- Kendro Merimnas Oikoyenias kai Pediou
www.kmop.gr - (Greece, Attiki)
- Portuguese Association for Young Entrepreneurs
www.anje.pt - (Portugal, Algarve)

- AL-Hayat Center for Civil Society Development
www.hayatcenter.org - (Jordan, Irbid)
- Hermel Union of Municipalities – Planning and Development
Agency *www.hermeldevelopment.org* – (Lebanon)
- Juhoud for Community and Rural Development
www.juhoud.ps – (Palestinian Authority)



CaBuReRa
Capacity Building Relay Race

Chapter 1

Tips and tricks for Project Cycle Management



Tips and tricks for Project Cycle Management

If you have experience working in a public or private organisation you might be familiar with the life cycle of a local project. However, European direct financial contributions have some particularities linked to detailed proposals. What we present here to you are the basic stages for the design of your proposal.

The conception of your project is a step-by-step process, which has a concrete origin: you should always keep it mind that it must be the accurate answer to specific need of one or more target groups at a local or transnational scale. This is one of the main aspects that evaluators will take into account when examining your project, and therefore the justification of the need becomes essential. In response to it, you can build your project, by matching what it proposes to the identified needs. If your proposal responds to a need which is not only local, and can be addressed at European level raising its effectiveness, then you can opt to European funding programmes to support your proposal, by responding to a funding call. Fortunately, it does not mean your ideas and aspirations will be narrowed and constrained! European funding offers a great freedom in the project conception. Keep in mind that in this case, your proposal must be an European answer to a local or national situation which is identifiable in the places where the activities are going to be implemented, and the results can potentially be exploited by other entities or individuals in other countries, multiplying its effects.

Project Cycle Management – Where to start it?

Testimony from Dora, trainer in Project Management:

When it comes to the training of new project managers, after discovering different funding opportunities offered by the European Union, I usually present them to the Logical Framework Approach.

Since it is a very complex approach I won't go into details – you can find its guidelines online (https://ec.europa.eu/europeaid/sites/devco/files/methodology-aid-delivery-methods-project-cycle-management-200403_en_2.pdf) - ; but I want to present you its core element: the Logiframe Matrix!

Ideas come from different places – experience, research, collective brainstorming -, so after a deep problem analysis we can turn the focus to: how to design an objective based project?

In the Logiframe Matrix we distinguish GENERAL/OVERALL OBJECTIVES from SPECIFIC OBJECTIVES (PURPOSES).

General objective is the ultimate result to which your project is contributing - the impact of the project. In other words, it is a wider problem the project will help to resolve.

Specific objective is the change that occurs if the project outputs are achieved - the effect of the project; thus the immediate impact on the project area or target group i.e. the change or benefit to be achieved by the project.

Once you identify the project's aim, it comes to the definition of expected RESULTS – which are the tangible outcomes we want to reach?

Results are the specifically intended outputs of the project activities - used as milestones of what has been accomplished at various stages during the life of the project.

After answering the questions Why? and What? we get to the dilemma: How? At this point we define the ACTIVITIES we want to carry out in order to reach the results which can bring us to satisfy the project objectives.

Activities are the actual tasks required for producing the desired results.

Each aspect has to be supported by an INDICATOR and by its SOURCE of VERIFICATION.

Indicators are also referred to as measurable or verifiable indicators by quantitative and qualitative measuring progress to assess whether project results, specific and general objectives have been achieved.

Source of verification is the information or data required to assess progress against indicators and their sources.

ASSUMPTIONS are the external factors that we have to consider when forecasting the results of the activities. *They are factors external to the project which are likely to influence the work of the project management, and which need to be overcome or to exist to permit progress to the next level in the LFA.*

This is how project planning works in theory – but let's hear from the CaBuReRa participants, how they experienced it in practice!

Tips and tricks for Project Cycle Management

*In this section participants share their knowledge on PCM, gained during their internship, emphasizing that **theory is not always the same thing in practice.***

Sources for Project Cycle Management

There are many ways to gain or expand the existing knowledge on project writing. Online materials such as handbooks, guides or websites are always available. Perusing previous projects is very useful – seeing the structure of a proposal can help to understand the basic steps. Asking help and suggestions from experienced colleagues is also beneficial when starting to design a project.

Difficulties and strategies in project writing

The first steps of writing a project can be difficult, but digging deep into problem- and context analysis, and identifying one specific problem will help to start. After writing an outline in order to expand the ideas, organizing the work makes it clear which steps to follow. Previous projects are also a huge help to understand the format of an application and how to fit ideas into them. To explain why it's important to finance the project and to "convince" donors is hard. You have to clearly identify and state the project's objectives! For that, do research – online and offline – to see the specific needs of the target group and to discover the already done work in order to avoid repetitions. Then study the chosen problem and look for creative, relevant and measurable solutions. Keep concentrating on the topic and objectives, but sometimes take a break and do something else!

A specific obstacle can be the language barrier: when most of the information is not in a language you speak, finding somebody in the organization who can translate will help you.

Ideas and objectives – where to start?

Inspiration and ideas can come from many places. For example the issues you care about are a good start as you'll enjoy doing it and will put passion into the writing and implementation, ensuring a successful project with good outcomes. Forming a group and thinking together is easier for some as ideas and topics come up faster. Besides, the group members can build on each other's experience and on the variety of view-points. Following the call for proposal and selecting a topic which is in line with the needs and possibilities of the organisation are also ways to find topics for a project.

Identifying objectives can also be easier after doing field research, getting familiar with the current social aspects and the local context can help to think about the concrete impact on the direct target group.

Support

Feedback and support during writing a project are important and useful. Whether it's the supervisor, mentor, the organisation's team or even friends, it's a good idea to let them look over and review the project from time to time. They will look at it with an outsider's eyes without being involved so they can give objective comments, ideas, emphasize the good parts and give suggestions on how to improve other parts. Going back to revise what's already written and correct the possible errors will fine-tune the project proposal.

Plans vs. reality

The differences between the description of a project and reality can be both positive and negative. For some, working with too many organisations instead with one, or learning only by doing and not receiving any training doesn't fit. Some need more interaction with the local community and bigger independence; some need more guidance and supervising. For this it is really important that the project activities can be flexible, based on the participants needs, but always in line with the project objectives. Flexibility of project activities (and activity dates) are also essential especially when implementation can be strongly affected by bureaucratic processes, like getting visa for participants.

When the difference is positive the project gives much more to the participant than anticipated from the description. In the context of project writing, differences and difficulties can be practical, like the amount of effort and time to organize places, dates, venues and people or theoretical, like an unreal aim of a project or the lack of communication and collaboration between colleagues. Terminology is also an important aspect when it comes to writing and implementing a project: partners, especially if from different cultural backgrounds, need to previously agree on the definition and meaning of expressions and terms in order to avoid misunderstandings and false expectations.



CaBuReRa
Capacity Building Relay Race

Chapter 2

Best practices to fight youth unemployment through youth work



Mobility programs as a partial solution to tackle youth unemployment

To help young people to keep up with new needs of global labour market, the European Commission has been working on issues concerning skills and their acquisition. It is increasingly evident that non-formal and informal learning play a crucial role in providing young people with so-called *soft skills*¹. This is by now well-acknowledged; there have been many official declarations, statements, report conducted by international organizations that confirm that non-formal education can be a partial solution to tackle youth unemployment. Amongst them there are the guidelines published by UNESCO² ; the resolution ‘Youth in the Global Economy’, adopted by the 62nd General Assembly of the United Nations in 2007³ ; the OECD has also emphasised the importance of non-formal learning in a major research project that identifies economic, educational and social benefits from its recognition⁴ . For what concerns European Union, it has been a key-player in the area of non-formal education in particular during the last decade, for its economic as well as social benefits⁵ .

¹ “Since the forms of non-formal education are indispensable elements of the lifelong learning process, which is focused on the acquisition and upgrading of professional knowledge, skills and abilities, the need for motivating people to participate in various forms of non-formal learning has become a reaction to the demands of modern societies, upbringing and educational systems”. Perin V., Brčić M.K., *Lifelong Learning and Employability – the Role of Non-Formal Education*, Andragoška spoznanja, 2014, 20 (4), 39–48, p. 9.

² UNESCO Institute for Lifelong Learning, *UNESCO GUIDELINES for the recognition, Validation and Accreditation of the Outcomes of Non-Formal and Informal Learning*, UIL, 2012: <http://goo.gl/ajKuR4>.

³ The resolution recognizes the important role of non-formal education in achieving the Millennium Development Goals and asks Member States to ensure sufficient funding for non-formal education. United Nations, Resolution 66/121 Policies and programs involving youth, February 2012: <http://goo.gl/5OXzgP>.

⁴ OECD, *Recognizing non-formal and informal learning: outcomes, policies and practices*, 2010, Paris: <http://goo.gl/QqjzhU>.

⁵ European Youth Forum, *Study on the impact of Non-Formal Education in youth organizations on young people's employability*, 2013, p.24: <http://goo.gl/QmFgyC>.

The reason is confirmed in the *“Study on the impact of Non-Formal Education in youth organizations on young people’s employability”*, published by the European Youth Forum. The survey states that employers rank soft skills very highly, compared to technical skills, providing a hierarchy of the soft skills that are more often valued by employers (communication, organisational and planning skills are the most mentioned⁶). And the best environment where it is possible to acquire such soft skills, is the educational field which combines formal with non-formal and informal activities.

However, another relevant trend stands out within the same survey. On the one hand, young people have acquired skills related to international work thanks to their participation to projects realized by using non-formal approaches; on the other hand, some employers interviewed stated that often young people hardly ever include these experience in their CV, motivational letter or even during a job interview. It seems that *“young people are sometimes not even aware of what the experience has given them”*⁷. And this is mainly due to a lack of self-awareness regarding the importance of soft skills (communication skills, team-working skills, adaptability and flexibility, self-confidence and intercultural skills), as a consequence of a relative miscommunication between institutions and young people. Another factor that must be highlighted, is the fact that despite of its commitment on the issue, recognition of non-formal education still represents a purpose for European Union. At the beginning of 2014 European Commission launched a youth guarantee scheme to tackle youth unemployment, but as ILO points out, the financial support remains inadequate: 3 billion euro of funds are being deployed over a three-year period, less than 0.05% per cent of European GDP⁸.

⁶ *“Although employers want young recruits to obey to the rules, at the same time they also want them to be able to think out of the box, be creative and innovative –stakeholder workshop”*. Ibidem, p.42, 43.

⁷ Ibidem, pp.63,64,65.

⁸ ILO, *World Employment and Social Outlook, Trends 2015*, p.31: <http://goo.gl/rt7FMM>.

Best Practices to fight youth unemployment

Youth Guarantee

The Youth Guarantee is a new approach to tackling youth unemployment which ensures that all young people under 25 – whether registered with employment services or not – get a good-quality, concrete offer within 4 months of them leaving formal education or becoming unemployed.

The good-quality offer should be for a job, apprenticeship, traineeship, or continued education and be adapted to each individual need and situation.

EU countries endorsed the principle of the Youth Guarantee in April 2013.

Although precise figures are impossible to determine until each EU country has defined exactly how it will implement the scheme, recent research rates the benefits much higher than the costs.

The total estimated cost of establishing Youth Guarantee schemes in the Eurozone is €21bn a year, or 0.22% of GDP. (Source: ILO report – eurozone job crisis).

However, inaction would be much more costly. Young people not in employment, education or training are estimated to cost the EU €153bn (1.21% of GDP) a year – in benefits and foregone earnings and taxes. (Source: Eurofound report on youth unemployment).

Not all Youth Guarantee measures are expensive. For example, greater cooperation between stakeholders is effective without requiring large budgets.

To make the Youth Guarantee a reality, national budgets should prioritise youth employment to avoid higher costs in the future. The EU will top-up national spending on these schemes through the European Social Fund and the €6bn Youth Employment Initiative.

In synergy with the European Recommendation of 2013, Italy will have to ensure to young people under the age of 30 years, within 4 months after becoming unemployed, a valuable job offer, further education, apprenticeship or a traineeship.

Programs, initiatives, information services, personalized, incentives: these are the measures planned at national and regional level to provide opportunities for counseling, training and job placement, with a view to collaboration between all public and private actors involved.

In order to determine the appropriate level and characteristics of the services offered, and increase its effectiveness, the Youth Guarantee has introduced a profiling system that takes into account characteristics of the labor market, through a personalized approach, a series of territorial, demographic, family and individual variables allow the youth to find the most suitable action.

The measures provided are guaranteed:

- Orientation
- Training
- Career Guidance
- Apprenticeship
- Traineeships
- Civil service
- Entrepreneurial support
- Professional mobility within the national territory or in the EU countries
- Bonus employment for companies
- Distance education

Voucher for the entry to the labour market of young unemployed up to 29 years of age

(<http://www.voucher.gov.gr/en>)

Started in 2013, this programme is aimed at providing job experience opportunities to new labour market entrants and achieving a structured entrance of new young unemployed into the labour market, that will eventually result into their recruitment by private sector enterprises. At the same time, this policy initiative gives a more active role to training organisations that are called upon to play the role of an unofficial employment service, by bringing together job offers and job demand. The beneficiaries of this initiative are unemployed graduates of Higher Education Institutions/Technological Education Institutions of up to 29 years of age.

Main activities of the programme include:

- Theoretical training courses of 80 hours provided in 1,960 different classes
- Placement of a total of 35,000 beneficiaries (30,997 so far) as trainees in private sector enterprises for a total of 500 hours (approx. 5 months)
- Guidance and educational mentoring
- Each trainee is entitled to a subsidy of 2.700 euro (for the beneficiaries that have completed higher education) or 2.400 euro (for the beneficiaries that have completed compulsory, secondary or post -secondary education) for the period of theoretical and on-the job training
- Subsidies to the enterprises that hire trainees upon completion of the traineeship scheme

A key feature of this action is the large number of direct stakeholders, such as the Managing Authority of Applications of the Ministry of Labour, Social Security and Social Solidarity as the main implementation body, the Managing Authority of Human

Resources Development Operational Programme as a funding body, the Manpower Employment Organization as an institutional body responsible for employment issues and the CTI 'Diophantus' as the IT partner. To these must be added bodies that implement calls such as Voucher, namely the Technical Chamber of Greece, the Journalists' Union of Athens Daily Newspapers, the Labour Institute of the Trade Union Congress of Greece, the Maritime Labour Employment Office and the Ministry of Health and Social Security. The innovative character of the action is largely based upon the use of the VOUCHER informational system (<http://voucher.gov.gr>), which provides citizens, businesses and the public authorities' executives with online high-quality services regarding the overall management of training processes.

Key issues of the implementation:

- The beneficiaries have the right to choose the training provider
- The beneficiaries have the option to choose their business internship in the subject they were interested in and learn on the job
- Through this programme, young unemployed people have the opportunity to gain work experience, under real working conditions and often, in the context of large and organized business

Main results so far:

- High rates of activated vouchers in all beneficiary categories, up to 83%
- Extremely low theoretical training "drop out" rate (~2%) and on the job training break rate (~1.8 %)
- The majority of beneficiaries chose to attend the theoretical field "Economy-Business Administration", in order to get mainly horizontal business skills
- Young people acquired soft skills such as teamwork, how

to communicate in the workplace, and how to assert their rights

- They had the opportunity to refresh knowledge that they had forgotten, to broaden their horizons and to redefine their areas of interest
- They also learnt about some sectors of the economy and gained a more realistic and comprehensive picture of the labour market
- To date, 14 calls have been implemented, 9 of which are active, with a total of 571,481 participation applications.
- The data center serves over 2,500 concurrent users in fairly long time periods
- Overall, 974 training providers and 44,843 businesses have offered theoretical and practical training respectively, to 102,121 beneficiaries

Grant programme for enterprises to recruit unemployed graduates from Higher Educational Institutes

<http://www.esfhellas.gr/en/Pages/YouthActionPlan.aspx>

Taking into account the high percentages of unemployment of young graduates from Higher Education Institutes in Greece, this programme is considered a best practice for combatting young people unemployment. The programme aim is to create full employment jobs in private enterprises and private sector employers in general, through the recruitment of unemployed persons up to the age of 35 who are holders of a first degree, post-graduate title or a PhD of Greek Universities (AEI) and Technological Educational Institutes (TEI) or an equivalent title from a Faculty abroad.

The programme is implemented by the Manpower Employment Organization (OAED) and the direct beneficiaries are 5,000 unemployed graduates up to the age of 35, registered in the

special records of OAED.

The programme offers the unemployed benefited persons up to the age of 24, full employment for 27 months, with a daily grant of 20 Euros with insurance days not exceeding the 25 days per month. For the unemployed benefited persons beyond the age of 24, the programme offers full employment for 27 months, with a daily grant of 25 Euros with insurance days not exceeding the 25 days per month. For a business to be included in the programme, it should not have carried out job shedding during the quarter prior to the program participation application submission. The programme subsidizes all employment positions in the enterprises for 24 months, while the enterprise undertakes the commitment to preserve these positions for at least 3 or more months.

Leonardo Da Vinci Mobility Programme, titled “Connecting Theory with Practice: European Mobility of University Graduates for Training Purposes”

[\(<http://goo.gl/E9AEVN>\)](http://goo.gl/E9AEVN)

Coordinated by the Lifelong Learning Centre of the Greek University of Ioannina, from 1/1/2013 till 31/5/2014, this project offered the chance to 30 unemployed graduates from the University of Ioannina and other Greek Universities to gain work experience in sixteen receiving institutions in six European countries, i.e. Cyprus, Denmark, Germany, Slovakia, Slovenia and Spain.

The duration of the training programmes was from 3 to 6 months and the 30 participants were selected by the University of Ioannina and the receiving organisations after an issue of Calls for Applications. The grant covered scholarships for subsistence and travel costs, funding for linguistic, cultural and pedagogical preparation, and travel insurance. Upon the completion of the training programme, all participants were awarded the Europass Mobility Document, the certificate-letter of reference issued

by the receiving organizations and the certificate of successful completion of the training period issued by the Lifelong Learning Centre of University of Ioannina.

After the completion of the training periods:

- 9 participants found a job in Greece
- 6 participants found a job abroad
- 4 participants started post-graduate studies
- 2 participants were offered a job contract by the receiving organizations in Spain and Cyprus
- 1 participant started a new paid internship abroad

The project received a distinction as a good practice from the European Commission, in the “European Monitoring Conference – Work Based Learning and Apprenticeships” held in Brussels, on 11-12 February 2014, where 142 Leonardo and Erasmus Good Practice Projects were selected from 27 European countries.

Finally, we believe that it is possible to fight youth unemployment by providing a good educational system with a good planned strategy at the National Level and International as a priority to fight poor, illness, joblessness, injustice...etc. It's important also to mention that the private sector shall take its responsibility in this case and take a place of solving such as this problem by sharing resources between Public sector and Private Sector.

Impulso Jovem

(Youth Impulse, <http://www.impulsojovemportugal.pt/>)

With the aim of fighting this scourge, the Government has created in 2012 the programme Impulso Jovem (Youth Impulse) which presents a set of measures to create jobs for young people, as it is one of the main challenges faced currently by Portugal. The programme encompasses a Strategic Plan of Incentives promoting youth employability and support to small and medium enterprises Impulso Jovem.

This programme was also an answer from the Portuguese Government to the challenge set by the European Commission in the European Council on 30th January 2012 to present a strategy to fight youth unemployment and give support to small and medium enterprises.

The plan is based on three measures

1) MEASURES “PASSAPORTES EMPREGO” (EMPLOYMENT PASSPORTS)

The Employment Passports aim at:

- Complement and develop the skills of young people seeking a first or a new job, in order to improve their employability profile and support the transition between the qualifications system and the labour market;
- Promote the knowledge of new training and competences among the employers and promote the creation of employment in new areas;

The measures “Employment Passports” have also the aim of promoting the development of human resources in the tradable goods and services sector.

The measures Employment Passport - Social Economy, Agriculture and Youth and Sports Associations and Federations have the further aim of promoting the development of the human resources in the respective coverage area.

2) MEASURES “EMPLOYMENT PASSPORT 3i”

The Employment Passports 3i aim, in the Framework of the promotion of youth employment, at:

- Complete and develop young people’s competences, which look for their first or new job, in order to improve their employability profile and support them in the transition from the qualification system to the labour market;

- Raise the awareness of employers on new trainings and competences and promote the creation of new jobs in new areas;
- Promote the development of human resources in the respective areas of coverage.

3) INTERNSHIP PROGRAMS IN PUBLIC ADMINISTRATION

It promotes the integration of interns in the labour market, allowing them to exercise functions, in a real working environment, appropriate to their qualifications, offering young people the opportunity to acquire both the skills and experience they need.

Chapter 3

Role of public administrations in Mediterranean cooperation



Role of Public Administration

The Public Administration represents nowadays the biggest company/business in each country. Following constitutional principles, it reproduces goods and services in order to respond to the citizen's needs.

It is necessary to promote common values among Mediterranean regions and in this ground Public Administrations play an important role especially in the economic integration process that is already in progress among the Mediterranean area.

Even during the Barcelona Conference in 1995, the Public Administrations have been recognized as main actor of this process finalized to build a common space characterized by sustainable development, political and economic stability. So the real core of the public administration is to provide basic services for the public, to ensure the security and protection of life and property of the all citizen members of the society by maintaining proper law and order. Moreover, the role of Public Administration, in the economic system, consists in connecting the policies of economic growth with citizen's common interests and values.

The Conference has also highlighted that the main tool to establish this cooperation was the reciprocal geographical development of Mediterranean regions. That's for, the Euro-Mediterranean Cooperation aims at reinforcing the social and economic system, and the relations among the different productive systems in connection with the Mediterranean territories common growth.

Thus, the cooperation is fundamental among Public Administrations, which see the Mediterranean as a sea of communication, trade and cooperation – play an active, substantial and leading role in the wider region, pursuing the promotion of actions, programmes and synergies in all sectors.

We should put an emphasis on the importance of establishing substantial coordination among the countries of the Mediterranean that is reflected in the fact that the Mediterranean Forum – an informal cooperation platform between six northern Mediterranean countries (Portugal, Spain, France, Italy, Greece and Malta) and five countries on the southern shores of the Mediterranean (Morocco, Algeria, Tunisia, Egypt and Turkey) – aimed at coordinating efforts to confront problems and challenges common to the countries of the region.

Some indicative activities are:

The **“Mare Nostrum project, a heritage trail along the Phoenician maritime routes and historic port-cities of the Mediterranean Sea”** (<http://www.eh4-marenostrum.net>), that contributed to the promotion and awareness-raising of the heritage value of historic port cities of the Mediterranean Sea, spread along the Phoenician maritime routes.

The **International Centre for Advanced Mediterranean Agronomic Studies (CIHEAM) - Mediterranean Agronomic Institute of Chania: Project titled “Higher Education on Food Security and Rural Development”** (<http://ciheam.org>) is an intergovernmental organisation founded following a joint initiative of the OECD and the Council of Europe on 21 May 1962 under an agreement signed by the governments of seven southern European countries which were joined by six other Mediterranean countries at a later stage. CIHEAMS’s mission is to provide post-graduate education, conduct research and develop cooperation in the fields of agriculture, food security and rural development among its 13 Mediterranean member countries.

Finally, the **EUROMED Invest project** (<http://www.euromedinvest.eu>) that, with a budget of €5 million, is one of the main European programs aiming at developing private investments and economic

relations in the Euro-Mediterranean area. The ultimate goal of EUROMED Invest is to boost private business and investment within the Euro-Med area to contribute to an inclusive economic development of the region. The specific objective of the project is to empower Euro-Med business and investment networks to implement targeted strategies supporting the creation and the international development of micro, small and medium-sized enterprises in order to boost private business and investment within the Euro-Med area.

Chapter 4

Participants' experiences and suggestions to peers



Participants' experiences and suggestions to peers

This section has been thought for sharing participants' experience in their host countries, how did they face the difficulties of living abroad in a different cultural environment, how did they discover their host country's culture and tradition, what new they have learned through this experience.

Starting from the firm conviction that, sharing experiences can be an important tool of learning, this section would like to give voice to the participants' feelings and personal perception of their mobility experience.

Thus, in the following chapter participants share their experience in their host countries: how they faced the difficulties of living abroad in a different cultural environment, how they discovered their host country's culture and tradition and what they have learned through this experience.

So many unforgettable memories – so many stories and people to mention! Unfortunately, because of limited space, we can not include all the stories, but we invite you to read the full articles on the CaBuReRa Blog! (<http://www.caburera.org/blog>).

This chapter is divided into six paragraphs, each of them dedicated to a host country. So let's put on our walking shoes, and start the journey from:



Palestine

In the land of origin of all the celestial religions, the participants have discovered much more than they thought they would.

There is a big difference between reading about Palestine and experiencing it – write the participants –; the media campaign around the Israeli-Palestinian conflict strongly affects the western imaginary.

As foreigners, we discovered several

unexpected realities and truths about Palestine and its people, overcoming numerous stereotypes.

The three day welcoming is one of those discoveries:

Palestinian people are really welcoming with guest and foreigners. It was surprising to discover that they have the tradition to make “everything is possible”, to make the guests happy and comfortable especially during the first three days. During this period, paying for the lunches or dinners is impossible!

If you get lost, it becomes a real challenge finding your way again – you get no help from Google maps!

Nowadays, every time that we have to visit any cities or new places, we are used to look at Google map and explore the streets, detailed directions, sometimes even the travel time. For Palestinian cities, this is an adventure! The first obstacle is writing the right name for the country (Palestine, West Bank, Occupied Palestinian Territories are some of the names used). If this obstacle is overcome, the success to find a certain street is far away to be achieved, because Google maps have no Palestinians streets in its system, because it is not so common in Palestine to use the names of the streets (they use the name of the buildings).

The participants share how they perceived the division and the conflict of the territory:

The first questions we have been asked from Palestinians: “Do you know the capital of Palestine?”, and all of us answered: “Of course, Ramallah!” Embarrassing silence followed. Palestinians regard East Jerusalem as the capital of the future Palestinian state. It is well known that since 2003 Israel started to build a wall separating the Israeli and Palestinian populations. Upon its completion, its total length will be approximately 700 kilometers. Visiting Bethlehem, it was shocking to glance up and realize that the height of that wall is 3 times more than the German wall during

the Cold War. The sense of powerlessness is the only feeling one person gets.

Looking at the sign in front of the coffee shop near our house and realizing that Jerusalem is only 41 kilometers far away from Birzeit, it is something unbelievable. The dimensions and number of check points among Palestinian cities make these distances huge and every travel exhausting.

The normality of Palestinians youth in living the occupation is something surprising. *Carpe diem* is one expression that really gives the sense of how Palestinian people and especially youth are able to live life. They are used to accept something for many European contemporaries are unacceptable, such as the restriction of movement for example. Looking at glass half full, even in very difficult situations, is one of the teaching we will bring home.

This experience just got stronger by travelling around the country: Visiting Hebron is an unforgettable experience. Three are the most shocking discoveries: firstly, looking up in the Old City, it is possible to observe a net hanging above the souk. It is full of garbage and other debris. The Jewish settlers have built homes above the market street and throw garbage down where the Palestinian live. Secondly, observing the geography of the city, where the security forces have tightened restrictions on Palestinian movement in one of the main streets leading to the Cave of the Patriarchs; dividing the road into two – on one side, a road for Jewish people and on the other side, a narrow pedestrian walkway. Palestinians have been directed to walk along the narrow, unpaved passageways. As a result of the limitations on Palestinian movement, about half the shops in the Israel-controlled area have gone out of business Thirdly, there are 2,000 soldiers in Hebron to protect 500 settlers — a ratio of 4:1. The settlers are primarily Orthodox (and many are American) and not obligated to serve in the military.

Valentina Verze also shares some personal consideration about her mobility, about what she learnt and what can be useful not only in her professional future, but also in terms of personal growth.

As one of the ninety beneficiaries of this project, Palestine represented a turning point in my life as person and as a professionalist. Four months living and working in Birzeit allowed me to better understand the Palestinian context and Arab culture and to acquire essential soft skills for my future career. I will bring with me this experience and, surely, the Palestinian people.



A large orange circle is positioned on the left side of the page. Inside the circle, the word "Jordan" is written in a white, sans-serif font.

Jordan

Welcome to Amman! Antea remembers of her arrival to the city:

The first image of Amman was the sunrise and the amazing colours on the sky. With this impression I started my adventure in Jordan, a great personal and work experience shared with young people from Greece and Portugal with different experiences and backgrounds but the same enthusiasm. Together we started to understand and appreciate Jordanian culture, finding sometimes some connection with our distant realities.

To understand Jordan you should have all your five senses "open" and try not to lose a moment. Because even the smile of the baker or the taxi driver is so valuable and helps you understanding Jordanian people's mentality – writes Stamatia. At Jabal Amman, you have the opportunity to get drunk of the smell of spices and flavoured tobacco popping out of the "souk" and "shisha" cafes, while you are walking around accompanied by the muezzin call to prayer.

Mario shares with us his discovery about "Amman behind the curtain":

Human geography is probably the element that has been drawing my attention since the arrival in Amman. The first day was a light explosion, and each fragment of that light started depicting different traits among the people I met in the streets. Going through the whirlwind of dust, cars and buildings made up from chaos, I soon realized that the most interesting thing I could have brought back from this experience was diversity and awareness. Due to the turmoil that is characterizing the region during the

last years, Jordan has become one of the main destinations for hundreds of thousands of people who are escaping from war and are obliged to change their political status from citizens to refugees. Considering that Jordan does not even reach the size of ninety thousand square kilometres, has a population of almost seven million people, and is the second country in the world that suffers from water shortage, I believe that the most unexpected discovery was to glimpse in this situation the meaning of a tireless effort, or to say in other words of a tireless jihad conducted by Jordanian people.

Experiencing Ramadan from first hand was something particular for the participants.

Alessia wanders back to her memories:

As far as you might be aware of the holiness of Ramadan for Muslims, living the experience in the first person in a Muslim country is something that can strike, and that will make you vividly realize how here religion is strictly entangled with the civil and legal aspects of life. In Jordan during this month Muslims are forbidden by law to smoke, drink and eat in public spaces during day-time. As a matter of sensitiveness and respect toward the people who fast, Christians and foreigners are also recommended to comply. Most restaurants and cafes are closed until iftar, the breaking of the fast, which falls at sunset, and finding alcohol is harder than usual, as liquor stores are closed for the hole month, and most bars are not allowed to serve drinks. But living Ramadan is also equal to experiencing magic moments: contemplating the street at iftar time, completely deserted and mute, receiving dates to break the fast by strangers, and of course walking until late at night in a festive balad crowded with people finally eating and smoking arghila.

Konstantinos tells us a story which also highlights the differences between oriental and occidental cultures:

One day I decided that I want to have an ear piercing again, so I went to find a jewellery shop in order to do it. When I got there, I found myself surprised by what happened, the owner of the shop denied to do this because I was a man, so I should not do it. But I did not lose my courage so I kept looking for a place. I found a pharmacy store and there was a woman. When I told her what I wanted to do, she thought about it for a couple minutes, and then she said yes. The most interesting part is that she was so excited about it! Apparently I was the first person ever that asked for something like that. I was surprised by the whole experience and I can consider it as an example of strong stereotypical expectations and behaviours.

The experience also allowed participants to focus on their professional development.



Taking part in CaBuReRa project helped me in developing a more professional job-profile with a first relevant experience in the Middle East – says **Mario**. Spending a three-month period with Al Hayat (the Jordanian hosting organisation) gave me the possibility to observe very specific dynamics related to how international cooperation works. Thanks to a learning-by-doing approach, I had to carry out some tasks putting into practice my skills, and acquiring at the same time new useful abilities: the experience was very fruitful from this point of view.

Konstantinos shares with us the difficulties he faced regards to his work:

If you want to come and work here, you have to leave a few things back in Europe and at the same time, you have to prepare yourselves for this completely different experience. The first obstacle will be the language barrier regarding the working environment. Personally, I do not know Arabic and for that reason, I could not always participate in the activities of the hosting organisation. On the other hand, the staff of Al-Hayat was helpful with closing that gap by creating an environment of inclusiveness.

This experience has given me the opportunity to observe and better understand how NGOs work and operate – summarizes Alessia. This was particularly interesting due to the geopolitical collocation of our hosting organisations: our experiences took place in one of the currently hottest region in the world, a region always at the centre of debates, a region full of contradictions, which continuously arises interest and fear, prejudices and attraction. Working in Jordan gave me the possibility to observe how delicate some issues can be in such a context, issues related to politics, to civil rights or to religion, how things that in Europe are taken for granted, here can make a big difference and be at the centre of controversies and of political struggles.

The experience in Jordan, a place for personal and cultural discoveries, will accompany the participants beyond the project.

This is how Nicky will remember it:

The slow pace of life and work, the 'no problem' approach, the bustling downtown, aggressive Jordanian drivers, randomly constructed pavements and bumpy roads, superbly preserved archaeological remains and revered religious sites of interest, ruins of castles as remnants of the Crusades, floating in the Dead Sea, women swimming in burqas, taking pleasure in the luxury of 5-star resorts, recycling water for those potential future occasions of shortage, virgin cocktails, enjoying the silence and a taste of Bedouin tea in the desert, playing with Nemo in the majestic seabed of the Red Sea, gazing as far as Jerusalem, the Sea of Galilee and the Golan Heights, the muezzin waking me up in the middle of the night, are just some of the experiences I will treasure.

The programme gives you the chance to meet, speak and work with people not only from Jordan, but from six different countries, six different cultures – concludes Katerina. What a Lebanese girl, at your age, is afraid of? Who is Dylan Dog? What is the situation inside the refugee's camps in Palestine? How Veduins are living today? You get the answers to all these questions, not because you read something about it, but because you experienced it!

And slowly-slowly we arrive to...Lebanon!

As you go further from home, it is surprising how many similarities you can find.

Giorgio is sharing with us his impressions:

Thanks to CaBuReRa project we had the opportunity to understand that we share,



Lebanon

with the South-Mediterranean shore, way more than a common sea.

We have similar culture, civilization and life milestones.

We are alike in the way we stay together, the attitude we take when we face certain situations and the way we grow up, we live and get old. Besides the people in the Mediterranean are often highlighted by the media as something different and incompatible, area of civilization clashes, we are actually more similar than how they picture us.

Hospitality is one of the common things in the Euro-Mediterranean region.

Anna remembers of it like this:

It was my first time in an Arab country and I believe that Lebanon was the perfect choice to start knowing all about the Arab culture because it is so open and interesting that you feel very free, secure and happy. The Lebanese are very kind and welcome you like a princess. Beirut is a beautiful city, the others cities of Lebanon are so rich and you still have the mountains that are magical! Lebanon is blessed with so much beauty, you can feel a little bit of magic in the air! When I was invited to have lunch with a Lebanese family, I didn't know what to expect. I arrived and they were so welcoming that I have felt instantly at home. When I saw all the food in the table, I thought to myself "where are the other six people?" and then I realized that it was all for me!

Marta highlights how much the new cultural discoveries can contribute to your self-discovery:

Although everything is somehow a new discovery, the most important one, according to my personal opinion, is the fact that each time I was facing something new it made me wondering and reflexing about what could constitute somewhat expected or obvious about my own culture, and so doing it brought into

question some peculiarities which reflect the background that shapes my personality.

The best discover, so, was becoming even more conscious that you never stop to be surprised, touched and moved about diverse places, people, histories, habits, languages as far as you leave them the space they need to enrich yourself, getting to the profounder part of you being.

Dario tells us about his perception of Beirut:

They called it “the Paris of the Middle East”. They keep on dreaming of those days, when tourist flown and banks were flourishing. Nowadays Beirut is a completely different city, it's growing without knowing what would be its future. New buildings are raising everywhere and advertising on their construction sites show busy businessmen and happy families. Soldiers watch out the streets where the traffic jam melt brand new luxury cars and old fashioned taxis.

Traditional mana'ish stores are back to back with western fast food chains.

Beirut is a city carved out of its contradictions. That is its backbone, its whole history. You can either like them or not, and sometimes even its citizens don't stand them anymore. From time to time hatred blows. When you see people walking by the roads sometimes you find yourself wondering that most likely a good amount of them were actually shooting each other not too much time ago. As somebody told me, “they had to be involved, they had to take a side”. This is especially true referring to the civil war.

Distrust who claims to know Beirut flawlessly because it's in the spirit of the city itself not to be understood, not to be the same the moment after, not to be mastered. Are the streets themselves that tell you this story: you'll see how each of them has its own name, but nobody ever recall what it is.

Rosa reinforces the complex picture of Lebanon:

The first thing stroke me about Beirut is its characteristic: to be so many different thing at the same time. If I should find a metaphor to describe this city, I would definitely compare it with a prism, a little prism featured by different facets, whose different sharps are combined and included in the same structure.

Far from stating a purported authenticity being threatened by modernity I would pay attention to a more complex issue made of transits and translations.

By observing this city day by day I started to become aware of the complexity of histories and cultures, of the difficulty to frame once for all cultures, considering them something fixed, as a cumulative and definitive deposit of knowledge, belief and meaning. Beirut breaks all these assumptions and shows different ways in which people can share and be part of the same environment.



The different Beirut's facets witness and speak about the past, a past that is more present than ever, a past that came out with all his power to show and to denounce the contradictions of the present day.

The same colonial past that Italy as well as Europe are fighting, struggling with migration, a past with whom we have not yet deal with and comes to us to receive answers.

Mónica also explains her working experience:

My work here was basically consultancy to a young company that wants to launch itself in the cultural tourism. My degree is on Cultural Heritage and I've studied a lot about Tourism and Entrepreneurship so my role was helping them on how to approach the market and what should they do to be successful with this new approach to tourism (new here in Lebanon). Doing this I felt really well, because for the first time I could use my knowledge in something real, and I felt that others appreciated my work.

Even if I didn't had no one teaching me directly nothing, I had to search, and that is always rewarding, there is always something new to learn, and when you learn by yourself you can choose what is relevant or not...

Our travel continues in Italy

Italy

CaBuReRa changed me a lot - shares **Nairouz**. I'm getting more open minded and I understand things around me in a better way. Adapting to a new environment, new situations and new people from different countries were a beautiful challenge. I was improving my English by using it every day and after 3 months, though I couldn't speak Italian, I could read, write and understand

when someone was talking to me or next to me, so I had one step left to work on when I was going back to Jordan: I promised myself to look for an Italian partner who was trying to learn Arabic.

I thought that my (to do list) is just about traveling, learning 6 languages and doing dangerous things, but after this experience I have more things that I need to work on, so I can develop myself and my skills more, especially in my art skills in drawing, music, dancing and theatre. I love art, I'm good at it, but now I'm planning to be not only good but the best. Why I got this feeling from this experience, I don't know, but I felt it since I came and felt that I have a lot of work to do with it.

Muna also talks about the hospitality and support of Italians:

When you visit Palermo you will understand that it's all about the Palermitani's kindness that makes people feel special and cherished. I never found the support for the Palestinian case as I found among the people here in Palermo; I was thrilled with the recognition and the eligibility of the land to the Palestinian among the Italians in general which made me even in love with this country as a whole package. In Palermo, you are accepted the way you are whatever was your religion, colour, political point of view or even the football team you support. There, you are free to express your ideas, political views or religion the way you want without judging.

Muhammad admits that his initial idea of Palermo was quite different from the one with which he left:

As soon as I landed in Italy I started convincing myself that I have enough knowledge and research skills to learn about the culture, but as soon as I stepped out of the plane I started making the same mistakes. I developed stereotypes, prejudices blinded me, I sugar-coated and romanticized what I liked, and kept myself away by prejudice from things that I would have loved.

The key for solving this problem is simple: acknowledge the problem, be empathetic, ask and question, listen carefully, search, learn then repeat the whole circle. Being afraid of making mistakes will get you into more mistakes, and a false information or a false observation will create stereotypes. It's really simple as long as you start practicing it.

Some of the participants also share their memories of their work experience:

The centre I worked was a multiethnic kindergarten called Casa di Tutte le Genti. I liked that place from the first sight, because I felt like I was at home with my family. Everyone inside the centre takes care of each other: they share food, drink, love, happiness, smile, tears, pain, tender – remembers **Batoul**.

For sure the Italian course was one of the benefits that I get from CaBuReRa. I like this language: when an Italian speak is like he is singing opera, and sure it could be considered the melody



of my first adventure!!! I hope when I come back to my country CaBuReRa will help me to continue in developing my skills and that we will keep in contact to each other, because you are now like a family who gave me the key of my future.

I really appreciated the chance to learn, propose and work with different people with different points of views to solve shared problems and to ensure a secure future – says Muna. I believe that the main outcome of such project is the creation of future leaders who instinctively appreciate the value of international collaboration, understanding and empathy.

Husein Smedi worked at the Human Rights Youth Organization:

We worked with refugees and for women rights. I learned many things in this career and I met a lot of beautiful kids and good people.

Dyya shares his difficulties in work and daily life:

The only problem I had there was about speaking English. It's hard to find someone who speaks or understands English, not only in Palermo but in different places in Italy, especially in the South. Sometimes it's good to have a person with you who speaks Italian language.

When it comes to discoveries, lot of participants mention food, drinks and music:

I thought I used to drink too much coffee in Palestine, but after this trip to Palermo I am considered just a beginner in drinking coffee – admits Yazeed. Italians drink too much coffee and bars have just too many different kinds of coffee.

Dyya shares his opinion:

According to me, the thing I liked the most in Palermo was the food. I loved it, especially the street food! It's so cheap and so

delicious that you should try everything: seafood, fishes, “*Panino con panelle*” etc. You can find it wherever you go in Palermo, you don’t need to sit on a table and pay a lot, just buy and enjoy the food.

Palermitans are good and friendly people who like to have fun – says **Husein** –, they are funny but crazy drivers and they have the best night life you can ask for. You just have to look for those hidden little streets where you can find music and people partying all the time – street clubs are all over the city.

One thing is strange to me, what I call “moving DJ” – calls back on the memories Nairouz. It is someone on his bike putting on loud music, that is really, really, REALLY loud. You hear it before you start seeing the bike, then he passes by, stops for a short show and he goes away; you can’t see him anymore and still can hear nothing but his music.

After our Italian trip, let’s move to Portugal



Portugal

A mobility experience always starts with mixed feelings. That is exactly how Olivia remembers the departure:

Excited. Interested, worried and happy are the complicated emotions that I came up when I first signed a three months away of my country.

When I took the first step I didn’t have any doubt of myself exploring another country and I was definitely sure that this will be one of my fascinating and sensational experiences.

The idea of living abroad was very fun but the truth of departing home was fearful and nauseous. It was a family gathering on the day I left and lots of heart beating were heard. Hugs, tears, and smiles were in the space where I had to say goodbye and leave them all alone to travel to Jordan.

At this stage I realized my real suffering with my CaBuReRa friends whom I met in Palestine since we had to wait for a long-long time on the Israeli side where we had to explain every single thing we are going to do in Portugal. We waited for seven hours with lots of fears, disappointment and lack of hope to learn a new experience away of our country.

After passing this frustrating stage we threw all these bad feelings behind us and overcame it easily and continued looking forward to pass our journey. Then hope started to light our way when we landed on our beloved Portugal we were rewarded to see Faro's beach without anyone asking us for our ID's.

Reem explains his feelings towards Faro:

We are not passengers in the city of sun- Faro, but we are not residents in the lights of its streets, we came here for one experience of life, and it turned up to be the life experience, one of those that opens new doors to discover fascinating secrets behind it.



We are not passengers because those only see the whole image of the painting, but they don't get the chance to draw its details in their imagination. This magic city have a lot to tell, and different stories to create in it. At the end, it is all about the details, eventually it is what forms our lives; and the details of this city are so magnificent, artistic and charming.

If this city meant to be a well-known character, it would have been a mix of Marilyn Monroe with her fascinating beauty, Charlie Chaplin with his unique composition of joy and smart, Voltaire with his sense of revolution and the history he holds, and Ziad El Rahbani with his music and rhythm.

Faro is a piece of art. This place allows you to experiment the meaning of belonging and holds your dreams to the wild... Here, time passes in a hurry, you try hard to catch the moments, but it slips away gently with happiness and grief. In Faro, you will always have a story to Tell.

Nardeen continues:

As a student of archaeology I was attracted by "Faro" this old quite beautiful city that takes your breath away, I Couldn't feel bored or getting tired of walking for hours and hours every day through a maze of cobbled streets, watching the incredible Ancient archaeological buildings also decorating the streets with the Ceramic tiles I think it provide a fascinating insight into the history and culture of the city.

Personal, unexpected meetings made this adventure even more heart-warming:

Very day in Faro I met new people, I learnt different values, and language. It was amazing how my experience could also match and affect others – tells Baraah. One day I was walking in the old part of the city of Faro (Cidade Velha), and I found a kid playing

football. I couldn't just pass and not play with him; the look on his face just reminded me of my childhood in the refugee camp. It was awesome how we don't even speak the same language but we just played football for almost half an hour, and that I could manage to learn his name by body language: Ricardo.

From a professional point of view, the participants also returned home with positive results:

Working life here is something that can make you love working! – says Dalia. The idea that people work together and have a team spirit as they are a family that aims to achieve a goal will make you proud and pleased to be a part of it. You will have that inside courage to prove yourself and do the best you can do in order to add something valuable to this cohesive and successful family. And besides all of that they always try to strengthen this family through interesting team building activities outside the work.

Training abroad reveals great and amazing opportunities for a better future – continues Olivia –, and it also gives us the strength to have the ability to change our life to a best one and make all our dreams come true.

Sara also describes her experience with sharing her culture: the day when they organised the Palestinian day, how it was challenging and touching to be the ambassador of Palestine.

With tears, hugs, compassion, appreciation we ended the great day, after 2 days of working and running around trying to make everything look perfect, this day exceeded every expectation we had.

It all started when our manager asked us to plan a day for Palestine, a day in which we will present our country to the employees and clients of MAPS, so at first I thought, well, okay this is going to be easy. Eventually, it wasn't easy at all, we had to think of every little detail because it was a huge responsibility that we were given, in order to share our reality, our occupation, our history and our

heritage. We had to be the ambassadors of our Palestine and to send the message and the awareness to our audience.

First of all, we started with the history of Palestine since the early times until our recent times. The story included the occupation of course, and how we got where we are today; apparently it was shocking to the audience since all they ever knew about Palestine came from the mainstreamed media and propaganda. This confrontation has rose a lot of questions.

Then we made circles, with a background music playing and everyone was cheering and moving around, trying to learn the “Dabka”, a traditional dance – in the Palestinian way of course.

In addition, to the highlight of the day, “The Food-Part” started with manaqeesh as breakfast with tea and sage, then the bomb of the day was the upside chicken “Makloobe”. It was a very challenging part of the day but thank God everyone loved it! After this success the only thing left is to open a restaurant for Olivia in Palestine since she was the amazing Chef of the day.

We arrived to our last destination: Greece.

A large orange circle graphic is positioned on the left side of the page, partially overlapping the text. The word "Greece" is written in white inside the circle.

Greece

The participants, who spent their mobility period in Greece, talk about Greek tradition and culture, what they liked about it and what they found interesting.

Cyrine writes: living in a foreign country makes you establish unusual friendships.

Due to my terrible sense of direction it took me a month to manage to get to the bus station, which is 10 minutes walking from home, so the GPS and Google Maps became my true best friends through my stay in Greece.

What I loved about the Greek culture is that people are really friendly, helpful and extremely “chillaxed”, and you see the cafés

ballooned with people all day long. Also, I cannot portray how delicious the food is; which resulted in getting addicted to gyros.

Everywhere you go, you literally feel the rich historic and cultural heritage of Greece, it has many notable places and museums to visit, in addition to the various choices for spending the night out. But what I really appreciated here is that the nature is accessible for everybody to enjoy! Besides, there are many activities to be done without having to check your wallet, for example going for a run on the shore, going to the beach to enjoy the sun and the water, or simply to sit somewhere with a good view, watching the marvellous sunset.

Ahmed, Haya, Ibrahim and Nahar share their common view on their experience:

Our “Thessalonikian” experience started with the crowded busy train that we took to reach this amazing city.

However, all tickets were sold out, so we booked tickets with no seats just to have the chance to visit this city.

The first day started with a delicious Greek breakfast with a pastry called ‘Boughatsa’; then we had the chance to visit the ‘White Tower’ that consists of four floors full of history about the periods of Thessaloniki. The roof has the best view of the city and the



sea! We continued our day with a nice walk on the reconstructed waterfront path. One of the well noticed views in the city is the beautiful squares such as 'Aristotelis and Alexander the Great squares', and the parallel streets which allows you to see the important touristic and historic sites, one after the other.

The second day we paid a visit to the students' assembling points like the Bit Bazar, which is an area full of cafés and restaurants. Then we moved to the top of a tall hill which was overlooking the city. On the top we found the kastro (castle) whose walls surround the inner citadel of 'Eptapyrgio'. We were lucky to meet a Greek guy with his Bouzouki, playing some Arabic music for us on his instrument, which helped us to complete this multi-cultural experience.

Near Thessaloniki you can find the heaven on earth. 'Chalkidiki' has the best beaches in Greece, crystal clear water and breath taking views. On the map it looks like the devil's fork: it has three legs as what they call it, and every leg has its specialty. At the first leg, to the west side, you can find the best night life and places for youth; the second has the relaxing mood and places for families; the third has its own boarders, containing a big number of monasteries which are self-authorized by the Greek Orthodox church.

There is a saying to express the warmness of Thessaloniki and its people, which originally was said by 'Nikiforos Choumnos who was a Byzantine scholar and official of the early Palaiologan period: 'κανείς δε μένει χωρίς πατρίδα όσο θα υπάρχει η Θεσσαλονίκη' hence "no one is left without a homeland as long as Thessaloniki exists".

The mobility has come to an end, but not the participants' learning path – inspired by this experience, loaded with vivid memories, they will keep discovering the beauty and the opportunities – both personal and professional – of our multi-cultural reality, with their eyes and hearts wide open!



Thanks to

Italy - CESIE

TG1: *Valentina Verze, Anna Pascale, Sara Cogotti, Alice Ticli, Aurora Leo, Giorgio Caviglia.*

TG2: *Luisa D'Anci, Valentina Anastasi, Federica Nonnis, Federica Montisanti, Antea Enna, Mario Paciolla, Alessia Carnevale, Marta Drago, Soa Agosta, Dario Modugno, Caterina Finetti, Rosa Di Costanzo.*

Palestine - JUHOUD

TG1: *Ghaida Rishmawi, Suha Husein, Wafa Abu Thareefe, Noor Mehdawe, Hassan Ghroof.*

TG2: *Olivia Owda, Natali Ismail, Baraah Owdeh, Dalia Lubbadah, Wisam Jabarin, Asil Qarareya, Saja Alhalsa, Haya Butmeh, Ibrahim Katlo, Muna Sbouh, Yazeed Takruri.*

Greece - KMOP

TG1: *Georgia Chalkoutsaki.*

TG2: *Katerina Charalampous, Konstantinos Psikakos, Nicky Tsiанти Stamatia Vlagka, Konstantinos Atmatzidis, Giorgos Orphanos, Eftychia Psarra, Giorgos Talantzis, Katerina Toussa, Haris Rose Voutsas.*

Lebanon-PDA

TG1: *Hussein Shreif, Ali Al Makhour, Khalil Takash, Hamza El Mssmar, Yousef Saleh, Tarek Shebli.*

TG2: *Abbass Mouawia, Batoul Hamiye, Zahraa Nemer, Hussein Shebly, Reem Mohtar, Rabih Mikati, Ousama Sokkarieh.*

Portugal - ANJE

TG1: *Sara Ramos, Antonio Oliveira, Helga Jesus, Marisa Cabrita, Osvaldo Coutinho, Ana Catarina Ramos.*

TG2: *Sara Magalhães, Ana Barreto, Daniel Ferreira, Mónica Mendonça.*

Jordan- Al-Hayat

TG1: *Deema Alkharabsheh, Zaid Alhaji, Ragheb Shraim, Esra'a Al Ali Salameh Alsheyab, Zaid Kashour.*

TG2: *Nairouz Al-Ghishan, Mohammad Al-Hassan, Hussein Smadi, Dyaa Mubaydeen, Nidal Dalgamouni, Nahar Alawneh, Ahmad Amer, Bayan Hanneeni, Sereene Hamarneh, Sarah Qabbani, Nardeen Sunna', Amro Nawaiseh.*

Conclusions

We surely hope this small Handbook would give you an overview on the cooperation at Euro-mediterranean level. It would contribute somehow to transnational cooperation and tools to fight youth unemployment.

Our deepest wish is that it would travel you through the moility experience our participants have done, since the most important thing is sharing knowledge and experiences.

Please feel to share the content of it on the widest scale possible!
Thanks!

Let us know about the implementation of your future project!

Also we will be very honoured if you could tell us what you like and dislike and how it could be improved.

By email:

Rita Quisillo, rita.quisillo@cesie.org or visiting www.caburera.org

Webliography

European project writing and management

EACEA “Helping you grow your project”:

http://eacea.ec.europa.eu/about/documents/publications/eacea_ebrochure_110426_en.pdf

Twinning - Council of European Municipalities and Regions:

www.twinning.org

EU website:

<http://europa.eu>

EC website:

<http://ec.europa.eu>

EACEA website:

http://eacea.ec.europa.eu/index_en.php

DG EAC website:

http://ec.europa.eu/dgs/education_culture/index_en.htm

DG Development and cooperation website:

<http://ec.europa.eu/europeaid>

Search for Common Ground organisation:

<http://www.sfcg.org>

European Employment Strategy Mutual Learning Programme:

<http://ec.europa.eu/social/main.jsp?catId=1047>

ILO report – eurozone job crisis:

http://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/documents/publication/wcms_184965.pdf

Youth Guarantee by country:

<http://ec.europa.eu/social/main.jsp?catId=1161&langId=en>

Eurofound report on youth unemployment:

http://www.eurofound.europa.eu/sites/default/files/ef_files/pubdocs/2012/54/en/1/EF1254EN.pdf

Youth Employment Initiative:

<http://ec.europa.eu/social/main.jsp?catId=1176&langId=en>

Report on Measures to Combat Youth Unemployment in Portugal:

<http://www.youthforum.org/assets/2014/10/Report-Porgual-Final.pdf>

Tackling the jobs crisis in Portugal:

http://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/documents/publication/wcms_228208.pdf

Partnership



CESIE

www.cesie.org
Palermo, Italy



Region of Sicily
Assessorato dell'istruzione e della formazione
professionale
pti.regione.sicilia.it
Palermo, Italy



Kendro Merimnas Oikoyenias kai Pediou - KMOP
www.kmop.gr
Athens, Greece



Portuguese Association for Young Entrepreneurs – ANJE
www.anje.pt
Faro, Portugal



AL-Hayat Center for Civil Society Development
www.hayatcenter.org
Amman, Jordan



Hermel Union of Municipalities – Planning and
Development Agency
www.hermeldevelopment.org
Hermel, Lebanon



Juhoud for Community and Rural Development
www.juhoud.ps
Birzeit-Ramallah, Palestine

This publication has been produced with the financial assistance of the European Union under the ENPI CBC Mediterranean Sea Basin Programme. The contents of this document are the sole responsibility of CESIE and can under no circumstances be regarded as reflecting the position of the European Union or of the Programme's management structures.

The 2007-2013 ENPI CBC Mediterranean Sea Basin Programme is a multilateral Cross-Border Cooperation initiative funded by the European Neighbourhood and Partnership Instrument (ENPI). The Programme objective is to promote the sustainable and harmonious cooperation process at the Mediterranean Basin level by dealing with the common challenges and enhancing its endogenous potential. It finances cooperation projects as a contribution to the economic, social, environmental and cultural development of the Mediterranean region. The following 14 countries participate in the Programme: Cyprus, Egypt, France, Greece, Israel, Italy, Jordan, Lebanon, Malta, Palestine, Portugal, Spain, Syria (participation currently suspended), Tunisia. The Joint Managing Authority (JMA) is the Autonomous Region of Sardinia (Italy). Official Programme languages are Arabic, English and French (www.enpicbmed.eu).

The European Union is made up of 28 Member States who have decided to gradually link together their know-how, resources and destinies. Together, during a period of enlargement of 50 years, they have built a zone of stability, democracy and sustainable development whilst maintaining cultural diversity, tolerance and individual freedoms. The European Union is committed to sharing its achievements and its values with countries and peoples beyond its borders.

The CaBuReRa Project is implemented under the ENPI CBC Mediterranean Sea Basin Programme (www.enpicbmed.eu). Its total budget is 1.680.000,00 € and it is financed, for an amount of 1.512.00.00 €, by the European Union through the European Neighbourhood and Partnership Instrument.



www.caburera.org

 facebook.com/caburera

 twitter.com/caburera_enpi

This publication has been produced with the financial assistance of the European Union under the ENPI CBC Mediterranean Sea Basin Programme. The contents of this document are the sole responsibility of CESIE and can under no circumstances be regarded as reflecting the position of the European Union or of the Programme's management structures.

The CaBuReRa Project is implemented under the ENPI CBC Mediterranean Sea Basin Programme (www.enpicbmed.eu). Its total budget is 1.680.000,00 € and it is financed, for an amount of 1.512.00.00 €, by the European Union through the European Neighbourhood and Partnership Instrument.

