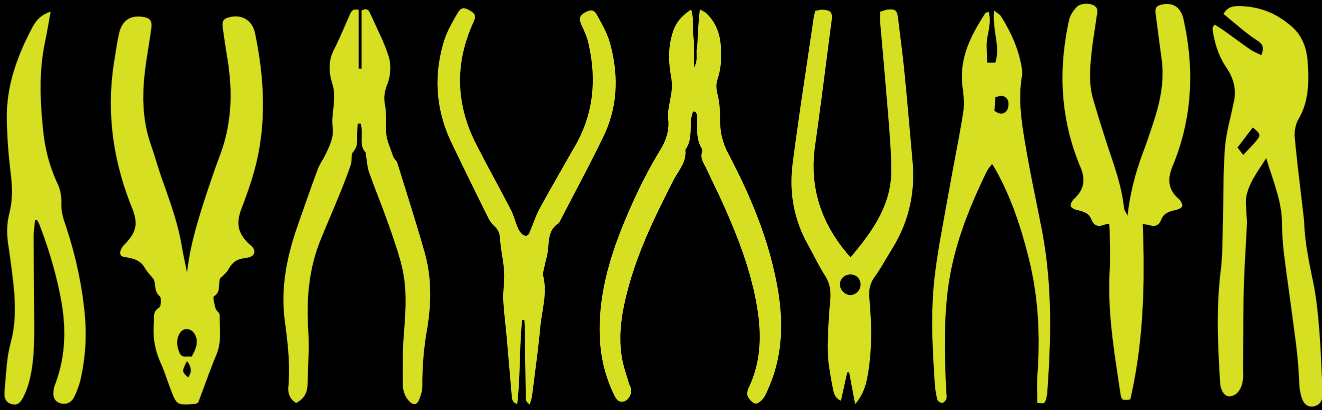


FIX FIX FIX

PROJECT MECHANICS IN GARAGE

ASSOCIATION ‘ZAMOJSKIE VOLUNTARY SERVICE CENTER’
Kolegiacka St. 16, 22-400 Zamość, Poland
e-mail: biuro@wolontariatzamosc.pl
www.wolontariatzamosc.pl

This project has been funded with support from the European Commission.
This publication reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein

CONTENTS

The concept of this book was born during assessments and evaluations of our past projects. We noticed that project coordinators and trainers often talk about problematic situations, but they rarely focus on how to solve such issues or prevent them in the first place.

That is why we decided to get together and start planning the best ways to answer these questions. We came to the conclusion that the form of a book would be the most suitable, as it would be easy to distribute throughout Europe. The purpose of this book is to collect the knowledge and experience of a number of youth workers, trainers and project coordinators from the past ten years of working on European youth projects.

This book deals with situations likely to occur during projects, looking into the causes of what is happening, and suggests the ways of preventing or solving such problems.

A number of youth workers, trainers and project coordinators talked about risk assessment and risk management methods. Then they prepared a structure for the book to cover all project stages, from the initial concept to final closure. Lastly, the participants used the open space method to write the book, sharing the most common problem situations and their ways of dealing with them, from which the most reliable and successful methods were selected.

Association 'Zamojskie Voluntary Service Center'

Participants And Trainers of 'Fix Fix Fix – Project Mechanics in Garage' Project

INTRODUCTION

ABOUT THE PROJECT

“Fix Fix Fix — Project Mechanics in the Garage” organized by the association ‘Zamojskie Voluntary Service Center’ is an international project which included a seminar focused on the exchange of experiences of difficult situations which can arise during projects and their possible solutions, as well as learning how to respond to them. The main goal of the project is to encourage young coordinators and other active people who organize international youth projects to take the opportunity to learn about useful tools for dealing with difficult situations through sharing their own experiences.

23 international project coordinators, non-formal education trainers and youth workers from 10 organizations were involved in the meeting. We talked about difficult situations we have encountered while working on projects and exchanged our knowledge, experience and ideas for resolving these problems. This book is the fruit of our labour.

This book will be distributed among active Europeans who are interested in organising international projects in their local societies. We also aim to promote the Erasmus+ programme, encourage local societies to start their own projects and promote smaller organizations active in this area.

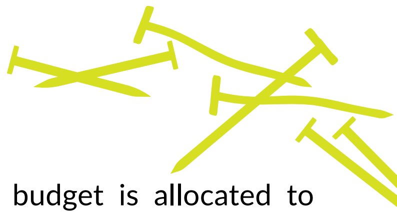
We used the following methodology during project activities: Team Building, Integration Games, Presentation, Intercultural Communication Workshop, Reflection Group, Project Plant, Oxford Debate, Open Space, Live Action Role Play, Brainstorming, Work In Groups, Study Visit, Orienteering Game, Conference, Market of Organizations, and Risk Management Workshops.

The purpose of our meeting was to improve the quality of European partnerships and projects. We also aimed to reduce the number of problems arising in the course of European youth projects.

WHAT IS ERASMUS+

Erasmus+ is a new EU educational program to be implemented over 7 years, from 2014 to 2020. It brings together 7 existing programmes into a single, coherent framework. Erasmus+ includes three different key actions:

- Learning mobility;
- Strategic partnership;
- Policy reform.



The highest share of the budget is allocated to learning mobility – 63%. It is estimated that more than 2 000 000 youths will study and train abroad under the Erasmus+ programme. 500 000 young people and 200 000 master students will benefit from a new learning guarantee programme. There also will be 15 000 scholarships for joint master degree students.

If successful, the programme will raise higher education attainment to 40% and reduce the share of early school leavers to less than 10%. A new aspect of the programme is the focus on sports in order to encourage participation in sports on a larger scale and reduce youth obesity.

To increase impact, the programme is linked with policy objectives. It combines formal, semi-formal and informal education methods with developing cross-sector partnerships. The programme is intended to achieve the following objectives as part of the goals of Europe 2020, including the headline education target:

- to achieve the goals of strategic framework for European cooperation in education and training;
- to help the development of partner countries in the field of higher education;
- to achieve the goals of renewed framework for European cooperation in the field of youth and further develop the European dimension in sport.

The priorities of the programme are:

- to develop basic and transversal skills, such as entrepreneurship and digital skills;
- to promote ICT in teaching and learning;
- to promote stronger coherence between EU and national recognition devices;
- to modernize European higher education systems;
- to develop early childhood education and care services.

Practically speaking, the Erasmus+ programme gives you a chance to boost employability by advancing your language skills, adaptability and self-confidence. It gives you a chance to meet people from different cultures and discover new ideas and new ways of thinking and living. Different key actions aim to improve the skills of different people who share various carrier goals at different stages of life. It starts with the youngest participants of youth exchange at the age of 13 and ends with policy makers, without age restrictions. Erasmus+ is a world of opportunities provided by the European Union to all citizens of the EU and partner countries.

PURPOSE OF THIS BOOK

The aim of this book is to help everyone during their work related to organising projects through the Erasmus+ program. The idea was born during the assessments and evaluations of our past projects. We noticed that project coordinators and trainers often talk about problematic situations, but they rarely focus on how to solve such issues or prevent them in the first place. Very often they mentioned different solutions to the same problems. Therefore, we decided to get together and start planning the best ways to answer these questions and learn from each other's successes and mistakes.

We came to the conclusion that the form of a book would be the most suitable, as it would be easy to distribute throughout Europe. The purpose of this book is to collect the knowledge and experience of a number of youth workers, trainers and project coordinators from the past ten years of working on European youth projects (from our group). Every problem is based on a case which was discussed by the whole group in order to find the best possible solution. This book deals with situations likely to occur during projects, looking into the causes of what is happening, and suggests the best ways of preventing or solving such problems.

OUR WAY
OF DEALING WITH THE ISSUE

As mentioned before, a number of youth workers, trainers and project coordinators gathered together to discuss their experiences. They talked about risk assessment and risk management methods. Then they prepared a structure for the book to cover all project stages, from the initial concept to final closure. Lastly, the participants used the open space method to write the book, sharing the most common problem situations and the best ways of dealing with them, from which the most reliable and successful methods were selected.

PROJECT CYCLE:
PLAN >> IMPLEMENT >> EVALUATE

There is no single definition of a project because projects are never uniform. It's never boring or monotonous. But you need to be prepared that something unexpected may arise every minute. And if you understand how the key phases of a project evolve, you can be better prepared for tackling the emergent risks.

What are the key attributes of a project that you have to take into consideration?

- **A project is unique…** if you were to repeatedly organize a youth exchange with the same topic, it would never proceed in the same way. It can be a success one time, but another it would end in a failure due to many factors which are beyond your control.
- **A project has an objective…** if it does not have one and the project does not lead to a specific result, the participants of your project will probably lose interest in the activities very soon.
- **A project has pre-defined limits…** if not, you probably will not be able to start and finish on time or spend the budget before the end of the project, and your project team will be a chaotic mess.
- **A project is a logical sequence…** if you do not plan to mitigate possible risks well in advance, you could be in for a surprise very soon – but not in a good way.

If you are aware of these key points, you will probably have a better understanding of the project life-cycle and you will be better prepared for different types of risks.

What are the key phases of a project? You can imagine a project as an adventure in the wild. You are standing at the edge of a chasm and you cannot over to the other side. What would you do? … The answer is "build a bridge."

1. **Prepare yourself:** First you need to come up with an idea and have a good plan. Can you manage building a bridge by yourself only, without any help? What steps does it take to build it? What tools and materials do you need to build a solid bridge? How much money does it cost? How much time do you have before you run out of supplies? What risks do you have to consider?
2. **Let's get started:** Congratulations! You have gathered a motivated team, a sufficient amount of money and appropriate materials to build a decent bridge. Now your task is to supervise

the construction. Does everybody work according to plan? Are you meeting the deadlines? Do you still have enough resources to finish the bridge? And what about the dangers of the wild? Did you expect your bridge to be ruined by a storm? Do you have a back-up plan? Yes? Well, then good job! The bridge is ready for you.

3. **Let's celebrate:** You are on the other side of the chasm and it's the right time to reflect upon your initial plan. Did everything go well? Is there anything you would differently way next time? Did you spread the news about your success among others so they can use the bridge you constructed, too? Yes? Well, then it is the right time to celebrate!

And this is the project life cycle in a nutshell. Does it sound easy? Does is sound difficult? Do not worry – we will guide you through the wild and explain all possible risks you are likely to face along the way to success of your project.

RISK MANAGEMENT

All projects have risks. When properly done, Project Risk Analysis and Management will increase the likelihood of successful project completion with respect to budget, time and performance objectives.

A risk can be anything that threatens or interferes with the goals, objectives or desirables of a project. It is present in all projects and may be caused by one or more factors which, in the case of occurrence have an impact on one or more aspects of the given project. Risks for which there is an abundance of data can be assessed statistically. However, there are no two identical projects. Often things go wrong for reasons which are unique to a particular project, person or situation. Therefore, project risk management and analysis cannot eliminate all the possible risks and provide the project manager with all the possible solutions, but its purpose is to minimize the impact of all known risks on the successful completion of the project.

Project risk identification is the most important process in the risk management planning. It is intended to determine which risks might affect the project and document their characteristics. Risk analysis may also identify unforeseen opportunities, which may be pursued to provide additional benefit. Risk analysis involves the following stages:

1. Risk Identification
2. Risk Analysis
3. Risk Response Planning
4. Risk Monitoring, Controlling & Reporting

Risk identification is the process of determining which risks might affect the project and documenting the characteristics and variables associated with those risks. In simpler words, is the process of identifying the risks which are worth the project manager's time and attention. Even if a given risk is very likely to occur, but has a negligible impact, you may choose to ignore it if preventing the risk would be an inefficient way of using the project time and resources.

Risk Identification is an interactive process carried out throughout the life cycle of a project. Any person associated with the project should be encouraged to identify potential project risks.

Formal risk identification should be completed at the early stages of the project life cycle and may be done during a risk identification meeting, which should include all the key players of the project (an APV is a great opportunity to do so in the case of youth exchange programmes): project managers, project team members and experts on the subject matter

Several specific tools and techniques for identifying risk are listed below:

- Documentation reviews
- Information gathering techniques – brainstorming, the Delphi Technique, interviewing, root cause analysis
- Checklist analysis – previous similar projects
- Assumption analysis
- Diagramming techniques – cause and effect diagram, system and process flow chart, influence diagrams
- Swot analysis
- Expert judgment

Nevertheless, we should not spend too much time on risk identification. After the list is made, we proceed with risk analysis. There are many tools, techniques and methods for doing that. For the sake of this publication, we are going to use the risk matrix as a key tool to identify the risks which fall below the project Coordinator's tolerance level and which need to be planned for.

RISK MATRIX

A Risk Matrix is a matrix used in the course of risk assessment to define the various levels of risk as a product of hazard likelihood of occurrence and severity categories. This is a simple mechanism to increase the transparency of risks and assist management decision-making.

It has a form of a simple table containing risks grouped on the basis of their likelihood and the extent of damage or the kind of consequences they may cause. It provides the project team with a quick view of the risks and the priority with which each of these risks needs to be handled.

As mentioned above, risks are placed on the risk assessment matrix on the basis of two criteria: **Likelihood** (the probability of occurrence of the risk) and **Consequence** (the severity or extent of damage caused by the risk). Risks can be classified under one of the five categories based on the likelihood of the occurrence:

- **Certain:** A risk which is practically unavoidable during project execution. In terms of percentages, this category includes risks with probability of occurrence exceeding 80%.
- **Likely:** Risks with 60-80% chance of occurrence fall into this category.
- **Occasional:** Risks with approximately 50/50 probability of occurrence.
- **Seldom:** Risks with a low probability of occurrence which cannot be ruled out completely.
- **Unlikely:** Rare and exceptional risks with less than 10% chance of occurrence.

Impact / Probability	Negligible	Minor	Moderate	Significant	Severe
81-100%	Low Risk	Moderate Risk	High Risk	Extreme Risk	Extreme Risk
61-80%	Minimum Risk	Low Risk	Moderate Risk	High Risk	Extreme Risk
41-60%	Minimum Risk	Low Risk	Moderate Risk	High Risk	High Risk
21-40%	Minimum Risk	Low Risk	Low Risk	Moderate Risk	High Risk
1-20%	Minimum Risk	Minimum Risk	Low Risk	Moderate Risk	High Risk

Generally Acceptable Risk Zone

Generally Unacceptable Risk Zone

Likelihood of Occurrence

Source http://network.projectmanagers.net/profiles/blogs/what-is-a-risk-matrix

The consequences of a risk can again be ranked and classified into five categories based on how severe the damage can be.

1. **Insignificant:** Risks that cause a near negligible amount of damage to the overall progress of the project.
2. **Marginal:** The consequences of the risk involve some damage, but its extent is not too serious and is not likely to make much of a difference to the overall progress of the project.
3. **Moderate:** Risks which do not impose a great threat, but can still result in considerable damage, can be classified as moderate.
4. **Critical:** Risks with serious consequences which can lead significant losses are classified as critical.
5. **Catastrophic:** These are the risks which can make the project completely unproductive or unfruitful and must be treated as top priority during risk management.

Once the risks have been placed in the matrix in cells corresponding to the appropriate likelihood and consequences, their priority becomes clearly visible. Each of the risks placed in the table will fall under one of the categories, for which different colours have been used in the example.

Extreme: The risks which appear in the red cells are the most critical risks, which must be addressed as top priority. The project team should gear up for immediate action to eliminate the risk completely.

High Risk: The risks appearing on brown background in the chart above also call for immediate action and risk management strategies. In addition to eliminating the risk, substitution strategies may also be useful. If these issues cannot be resolved immediately, strict timelines must be established to ensure that they are resolved before interfering with your progress.

Medium: If a risk falls in one of the cells marked yellow, it is best to take some reasonable steps and develop risk management strategies in time, even though there is no hurry to have such risks sorted out early. Such risks do not require extensive resources as they can be dealt with smart thinking and logical planning.

Low Risk: The risks appearing in the cells marked green can be ignored, since they usually do not pose any significant problem. However, if some reasonable steps can help prevent their occurrence, such steps should be taken to improve the overall performance of the project.

Pay special attention to the high and extreme risks! These are the risks which are very likely to occur and have a severe impact on the project. In these cases, you should proactively minimise the probability of occurrence (if possible) and have a specific plan in place to counter the consequences. To prepare the so called Risk Response plan you need to:

Identify the triggers of a project risk. What cues might indicate that a particular risk is imminent? If someone in the group starts using hate speech which could be a "trigger," your team is about to face a conflict. Establish roles and responsibilities for monitoring triggers among your team and determine what steps should be taken if they arise.

Create an action plan. What can be done to reduce the probability of occurrence of a risk or to minimise its negative impact? (Can you include a historical sensitivity rule in the APV meeting? If a risk occurs, what's the most effective response? What will your team do and who is responsible for what? Make sure you have thoroughly considered each element and everyone on your team knows the plan).

Evaluate. After your project wraps up, step back and consider which parts of your strategy were successful. How effective were your triggers in forewarning risks? How effectively did you react to those triggers? Were you able to successfully prevent any risks from affecting the project outcomes? What improvements could be implemented for the next project?

No project will ever be risk free! As stated at the beginning of our analysis, all projects involve risk to a certain degree. You'll never be able to eliminate uncertainties, but having an action plan for dealing with them when they arise can keep small problems from growing into full-blown catastrophes. And by acknowledging risk and keeping an eye out for it, you can recognise and take advantage of great opportunities to deliver value beyond what's expected.

PREPARATION PHASE

INTRODUCTION

Preparation of the project is a very important stage, therefore all project coordinators take it seriously and dedicate a lot of time and effort to preparing the ground for the project with the best of their knowledge. Project preparation phase could be compared with building the foundations of a house. Could you imagine a house whose foundations are the weakest point? Neither can I. Foundations have to be strong so you can build the walls and the roof the way you see it fit. If you do not do a good job at the preparation stage, you can still excel at the stage of project activities and follow up, but the overall result might be not exactly the way you were expecting.

Different national agencies have different requirements and rules for the application process. The authors of the book strongly recommend checking this information in advance. There were many cases when projects are not approved due to the lack of documentation or failure to meet certain procedural requirements.

The preparation phase can be completed much easier if there is good cooperation between team members. Smooth communication and trust among partners can have a significant impact on the overall success of the project. It is important to allocate tasks accordingly to enable efficient collaboration between the organizations involved. If possible, it is recommended to sign additional agreements with partners to describe their responsibilities, quality instructions, terms, conditions and deadlines.

It is common for youth exchange programmes to have info packs containing relevant information about the planned events. They usually provide details related to the project, venue, team, objectives, participant requirements, organizations involved, financial conditions etc. Info packs should be informative and simple, so the future applicants can easily understand all they should know about the event. Moreover, it is considered to be a useful risk prevention tool by informing the participants about the current situation in the country, weather conditions, currency rates or local customs.

After the info pack is ready to be sent, it is time to prepare the application form to give all the interested candidates a chance to apply. It is important to mention that different eating habits and any special conditions have been taken into consideration. Additionally, the hosting organization must assure that the people attending the event are motivated and are capable to communicate in a common language. For this reason it is recommended to require a cover letter.

Emergencies are situations which are not possible to avoid while working as an international project coordinator. We are all human beings and sometimes last minute family tragedies, diseases or new job opportunities can be a huge obstacle for taking part in international projects. It is usually possible to find a stand in for the missing participant, but replacing a youth leader or project coordinator would be much more difficult. The absence of an expert during an activity might be a very big challenge for the rest of the team.

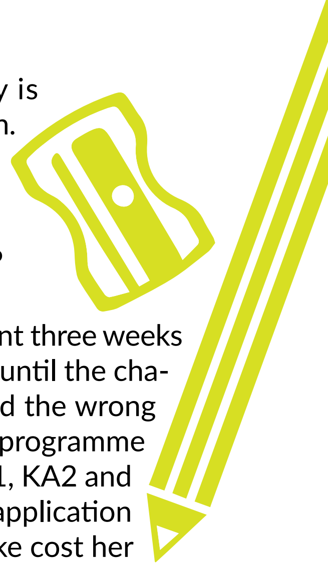
Just like all other projects, youth exchange programmes have a financial dimension. Finances need to be taken care of from the very beginning. Experienced project coordinators always consider the possible risks related to unexpected costs. While dealing with money it is always important to select partners you can fully trust. There are many cases of dishonourable behaviour among partners, which led to unforeseen results.

We hope that this chapter will help you prevent or manage the possible risks associated with youth exchange programmes. Later in this chapter you will find explanations of some stressful situations, which required professional skills and rapid response to find a simple solution. Every youth exchange is a new experience with new challenges to face.

APPLICATION PROCESS

PROJECT PROPOSAL

How to successfuly submit an Erasmus+ application form? You need an organization or informal group. Then you need to register in the Participant Portal. Each organization involved in the application must register in the Participant Portal and obtain a Participant Identification Code (PIC). Organizations/informal groups obtain a PIC through their participation in other EU programs. After registration you will have an ECAS account, which identifies every NGO or informal group eligible to be coordinator or partner of the project. If you have an ECAS account, you also have a PIC number. Great! Take a sit and complete the application form. At this moment, the Erasmus+ guide is your best companion. Your worst enemy is a bad time management and rush. Here are some of our stories



HOW TO LOSE 3 WEEKS?

A young project coordinator spent three weeks writing her first project proposal until the chairperson saw that she had picked the wrong application form. The Erasmus+ programme includes three key actions – KA1, KA2 and KA3. She downloaded the KA2 application form instead of KA1. This mistake cost her a lot of time and in the end she lost all her motivation. What happened next? They edited the text together and wrote a new project proposal.

What we can do? Yes, you need to read the specific chapters of the Erasmus+ guide which are connected with the youth sector and the general information about the programme. Is it possible to write a project without reading the guide, with just the basic information? Of course, but do not get frustrated if your project scores few points or ends up rejected due to technical errors. Remember, strong foundations give you a strong project.

Check the website of the national agency operating in your country before every deadline. You will always find updated files there. The general rules of the Erasmus+ programme are the same throughout Europe, but there are some small differences in each country (for example the structure of mandate templates).

BALKAN WINDOW

A coordinator spent two weeks writing a KA2 project proposal and two days before the deadline he realized that the rules had changed for this year and he was not eligible to be a coordinator. The changes were not included in the last guide. He tried to find a new NGO from an eligible country to be a coordinator, but he did not succeed. All of his work was wasted.

What we can do? Read not only the guide, but also look for other resources. New changes are published on the website of your national agency responsible for the Erasmus+ programme. If there is something you do not understand, ask more experienced partners or your national agency responsible for the Erasmus+ programme.

Check the list against the programme criteria for the relevant Key Action/field, financial conditions, partners, numbers of participants, types of documents you need to include in your ECAS account and finally – the deadlines.

LAST MOMENT

A coordinator started writing a project proposal on the first day he saw the call. Thinking he has all the time in the world, he found the perfect partners with the relevant experience. Two days before the deadline an urgent situation came up at the NGO and he did not have the time to finish the application form. A few hours before the deadline he realized that one of the mandates is incorrect, there is mistake in the timetable, the numbers of participants with fewer opportunities from partner groups do not match the text, not to mention several more subtle mistakes. He tried to solve all the problems, but when he tried to submit the application form, he was 2 minutes past the deadline.

What we can do? You know the deadline, but it does not mean that you need to apply on the very last day. Try to do it earlier. Notify your partners about the deadlines and ask them to send you required documents and files (mandate, group description, description and details of the organisation, experience related to the topic of the project etc.) a few weeks before applying. By doing so you will have enough time to prepare everything and also check how reliable your partners are.

If you are the coordinator and have the responsibility for the application process together with your group, it does not mean that you need to do everything by yourself. The idea of international youth projects involves active participation of all the partners. They should help you at every stage of the project, also with preparation of the application. Write your application together. You will probably have to communicate in English, but it is not a problem to apply in that language, too.

Remember, the more you involve your partners from very beginning, the less misunderstandings you will have later on. With good collaboration, the project will satisfy the needs of all the partners involved.

FAKE INFORMAL GROUPS

An organiser had made many mistakes in his past projects, for which he had a bad reputation at the national agency responsible for the Erasmus+ programme in his country. That's why he decided to create a lot of informal groups supposedly led by different young people, but in fact he led those 30-40 informal groups himself.

All the approved projects where these fake groups had appeared were troubled by the same mistakes, lack of respect for the partners or the participants and the programme. The partners of these fake informal groups were really furious to be involved in projects without good content, trainers or facilitators, and with awful accommodation, food and logistics. They decided to complain to the National Agency about this irritating person. What happened next? Each "informal group" would exist for only one approved project, after which it disappeared and the "process" went on again and again.

What we can do? Are there any irresponsible organizations in Europe which try to use the Erasmus+ programme in a wrong way? Of course, just like there are many active organizations with strong mission to fulfil everywhere, there are also some black sheep who do not care at all about programme priorities. How you build your partnership with other European organizations is up to you. If you find your partners in the Internet without doing any research, the chances of having a problem with them later on is quite high. If you put good effort to find suitable people for your initiatives, you will not have to face such situations as described above.

Take part in contact making seminars where European organizations promote their missions, talk about project ideas and build partnerships based on live meetings. Remember that meeting with potential partners can give you much more than exchanging e-mails or having a skype conversation. Contact making seminars are organized by national agencies and different European organizations within the framework of Key Action 1.

If you already have partners but would like to develop an international network, ask those whom you already trusted. They also cooperate with organizations from other countries and can give you contacts to people whom they or their partners have successfully cooperated with.

If you have problems during a project which looks quite serious and is not possible to solve between you and your partner, it is always a good idea to ask your national agency for help. Remember that your national agency's purpose is to aid, not punish you. We know of many cases where national agencies were involved in problem solving processes and everything ended well.

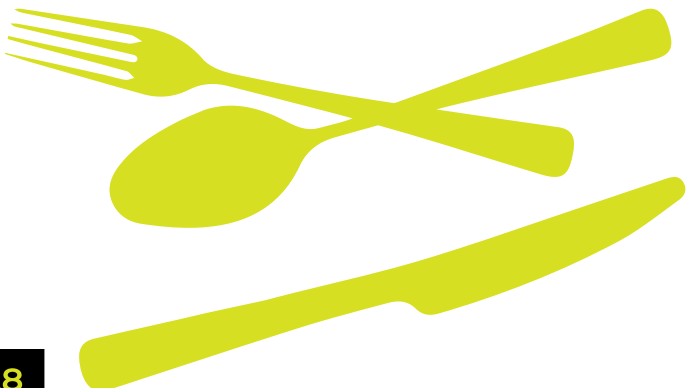
VENUE
FOOD & ACCOMMODATION

LET'S EAT A BIT TOO MUCH...

A youth exchange programme in the UK. After the intercultural night we had a food poisoning situation: 13 out of 28 participants, including one member of the hosting organization, were sick for 2-4 days. Some of them were even too weak to move out of their beds. The actions we took in this case were as follows: we contacted a doctor and interviewed the entire group about the food they had that night and how much they ate. Then we applied a special diet and contacted the national agency.

What we can do? The info pack should include a clear instruction not to bring any food which must be kept in special conditions and can go bad very quickly.

Discuss the issue with the participants during the intercultural evening. Emphasize that a combination of different foods might be dangerous.



AND SOME MORE...

Other cases of food-related problematic situations: insufficient amount of food; vegetarian food provided for all the participants; chef unfamiliar with vegetarian and vegan meals; the same type of food served every day; low quality food; food preferences not clearly indicated by the participants before the project started.

What we can do? Organize a preparatory meeting with the venue owner and explain the details of the international youth project. Stress how important is to provide meals according to the food preferences of the group and it means to have a group with representatives of different cultures.

Plan the menu with kitchen staff before the meeting, checking if the offer of venue is adequate for your group. Place a card with a short information by each meal to make it clear which of them are suitable for vegetarians or vegans, but do not prepare a separate table for the participants who have special food preferences, as it can be excluding and does not give them the opportunity to interact with different participants during meal time.

Ask your partners before the youth exchange program starts to explain the food preferences of all the members of their groups.

I DON'T LIKE MY ROOM...

Poor quality of the rooms (dirty carpets, bad smell, broken furniture, showers not working properly etc.)

What we can do? Check the venue before your youth exchange program starts. Discuss all the details with the owner of the venue to avoid unpleasant surprises when your group arrives. Rooms do not have a very high standard. They need to be clean and adequate, so the participants can have a good rest after the official part of the programme.

AMM... IS THIS A CONFERENCE ROOM?

The working space is not prepared for the meeting; there is not enough space in the conference room; the owner of venue does not allow sticking pieces of paper to the walls; the flipchart is broken.

What we can do? While searching for a venue for your project, think about all the activities you would organize there. The venue should be adequate for all your actions. You need to remember that the most important part of youth exchange programme is to cooperate as a group. Therefore, the working space needs to be properly selected and prepared. Otherwise our group would not feel comfortable and safe. If so, even if you conduct your workshops with full professionalism, we will not be successful.

INTERNATIONAL ROOMS

We provided accommodation for our participants dividing them into multinational groups. It is always a good idea if the participants stay in same room with representatives of other countries. They integrate faster and have a chance to interact with new friends in free time as well. But four participants from our group said that they do not want to follow this rule. They want to be together in one room.

What we can do? Before the start of the project, your info pack should clearly describe what youth exchange is and the meaning of the integration process. Participants should also be provided with a description of how the integration process is prepared.

Make a decision about multinational room allocation together with your partners – they need to prepare their groups for it. Remember also that “multinational rooms” are not obligatory and everything depends on your agreements with the partners, the structure of the youth exchange programme and the specifics of the situation. If a disabled participant asks for a room with a fellow countryman to help him or her with everyday activities, you should agree.

If you want to have a satisfied group, reserve some part of the daily timetable to talk to them about their feelings about the accommodation or food (for example reflection groups in the evenings). They will tell you what is already working fine and how to improve your actions. Even if not everything is perfect all the time, the group will see that you are taking care of them and they will appreciate it.

Remember, suitable food and accommodation means more involved participants and better results of the project.

INFO PACKS

Having an info pack is not obligatory according to the Erasmus+ programme requirements, but a well-written info pack is always very useful and can help you avoid many problems.

NOT ENOUGH TIME

A project coordinator announced that the project was approved and notified the partners that the details would be sent soon. The partners waited three months for the info packs. Having no basic information about the project, they did not recruit participants and did not buy plane tickets. The info pack was sent 2 weeks before the start of the youth exchange programme. Then it turned out that the plane tickets were too expensive and as a result the partners had to recruit participants not according to the topic, but accepted whoever was able to pay for the ticket. The participants were not deeply involved in the project activities, and the dissemination and evaluation were not good enough.

Who is to blame for such a situation? Most probably the coordinator had little experience and weak time management skills. It can ruin even the best project to a degree where it is impossible to carry out it in any way whatsoever.

What we can do? Give your partners reasonable time to fulfil their responsibilities (select suitable participants, prepare them for an intercultural experience and organize the trip according to the budget). Plan in advance. By doing so you will facilitate efficient communication with partners and safeguard against any possible risks.

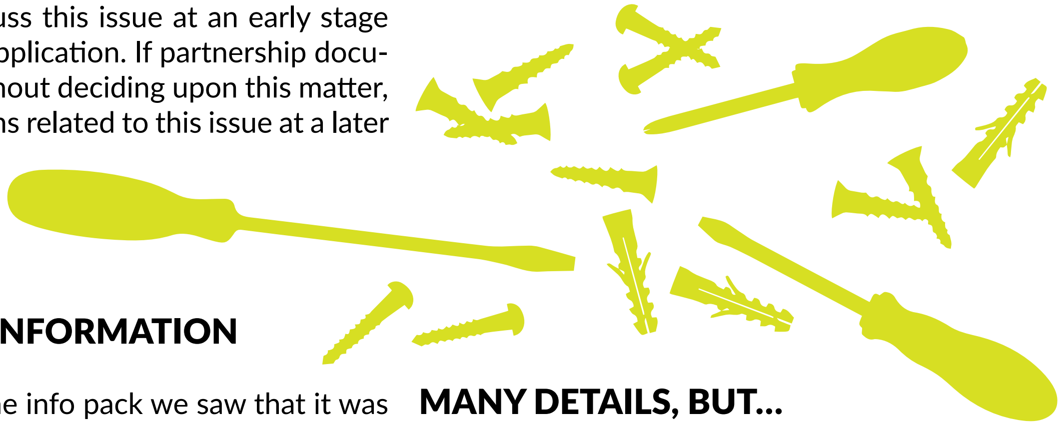
Prepare your info packs taking into account all the issues which are important to your partners and participants: project description, group structure, brief info about each partner organization, timetable of the meeting, details on the reimbursement of travel costs for each group, venue info, description of the culture and traditions of the meeting place, and all other arrangements made previously with people involved in your project.

STRICT GENDER BALANCE

A coordinator of a youth exchange programmed specified in the info pack that she insisted on perfect gender balance. It also meant that gender balance had to be maintained among the team of leaders as well. She firmly requested that the leaders must be represented by one man and one woman from each country. Some of the partners found this rule problematic because their leaders were not perfectly gender balanced. They tried to convince this coordinator and other partners to change this rule, but the coordinator could not be persuaded.

What we can do? Gender balance is good for group dynamics and helps establish a positive working atmosphere and having a positive influence on the participants. A project runs smoother if an approximate gender balance is kept, but it is not a must to have exactly the same number of male and female participants or leaders.

Partners should discuss this issue at an early stage of working on their application. If partnership documents are signed without deciding upon this matter, you may face problems related to this issue at a later stage of the project.



LACK OF BASIC INFORMATION

When we received the info pack we saw that it was a typical project of the “everything and nothing at all” sort. The target group of participants was not specified and we really had little idea of what kind of people to look for and send there.

What we can do? Partners should discuss the idea behind the project, the group structure and the responsibilities before signing any partnership documents.

Keep it in your mind that you work in an international and intercultural environment. People from different countries understand “important information” in a different way. It is always good to ask for more information if you need it.

Info packs are a great tool to avoid many risks which might appear during the activities. The better you describe key aspects of the project such as accommodation, reimbursement, food, country, weather etc., the easier the meeting will be. It is best to provide the participants with adequate knowledge about the place they are going to and take precautions to avoid any possible misunderstandings.

MANY DETAILS, BUT…

Once we received a very nice and detailed info pack. There was even more information than we needed. It looked like the hosting organization really thought about everything. Unfortunately, they forgot to mention about one very important fact…

All the participants received an e-mail five days before the event was to start with news that each room where two participants were to be accommodated had only a single double bed. The hosting organization said that the participants who found sleeping with somebody else embarrassing should notify the organizer, who would make other arrangements. The coordinator took care of the problem in a professional manner, but all the participants were in for a little shock right at the start.

What we can do? Participants need to have private space in their rooms. A venue which has only double beds is not suitable for your project. You need to find a place where people will feel comfortable both during working sessions and their free time with respect to their privacy.

RECRUITMENT
PARTICIPANT PREPARATION, MISSING PARTICIPANTS

Participants are the most important aspect of a youth project. Projects should be made for and with young people and tailored to the exact group of people taking part in it. The selection process needs to be detailed and thorough to ensure that there will be as few conflicts or crisis situations as possible.

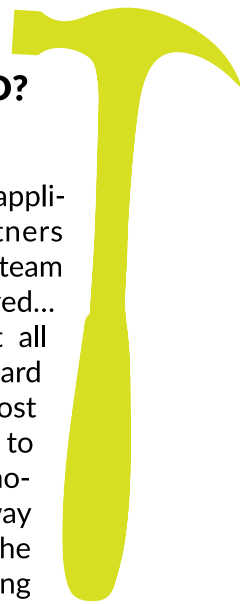
Common problems at the recruitment stage are connected with participants nor providing sufficient information in their profiles used for submitting the application and organizations sending participants without properly preparing them for the meeting. In the first case, the information they usually skip is emergency contacts, health issues or food preferences. This becomes problematic, since failure to provide such information can lead to potentially disastrous problems during the meeting.

Food information is important not only due to allergy issues, but also because of the need to guarantee an acceptable level of personal comfort. On the other hand, emergency contact information is needed for the ease and efficiency of cooperation. Such information is usually required in situations in which a delay is not acceptable and something must done immediately. If this information is missing, you need to contact the sending organization to find it, but they may find it missing as well…

The second important problem in recruitment of participants are the so called "Erasmus+ tourists." These are the people who apply just to get a free trip. This is a problem not only because such people do not show any interest in the topic, but also they may cause other issues, such as being extremely passive in their participation or pulling active participants to their side.

This problem can be easily solved by a proper interview and a meeting with the participants. It allows you to sift away the uninvolved tourists and focus on those would benefit from a project the most. It is also important to draft a participant contract in case of inappropriate conduct.

Preparing the selected participants for the meeting is always an important task which can make or break a project. The process of preparing people is time consuming and can go on forever, since there is always something more that can be done.



OUR PROJECT WAS APPROVED? SERIOUSLY…?

There was a situation where a project application was submitted and the partners signed the agreements although the team was convinced it would not be approved… While finally it was approved against all odds. This caught the partners off guard and in the middle of other projects. Almost half of the organizations were forced to send people they picked at the last moment, who were not prepared in any way and had little understanding of what the project and Erasmus+ were about. During the meeting these participants, three groups of 6 people each, constantly argued with the coordinating team, questioning everything from food to activities. Eventually they decided to disobey and not to participate in the meeting. They started skipping activities and acted as if they were regular tourists.

What we can do? Talk with your partners about the possibility of postponing the meeting and changing the time frame. The length of Erasmus+ projects is usually several months or even more. The main meeting is just one of the actions. So, for example if your project dates are 5th of February 2016 – 5th of December 2016 and you are planning the main meeting to take place in June, it would not be a big problem to postpone the dates until August if helps achieve all your objectives.

The participants need to have proper information about the project before they decide to be involved in it. The organizers need to provide good info packs, and the sending organization needs to distribute it among the group and prepare them for participation.

Each group should have a responsible leader to cooperate with the hosting organization and ensure collaboration with other leaders in a good atmosphere.

If a problem appears, do not try to follow the schedule at all costs. Stop for a moment, take the group to a conference room, discuss the difficulties together, try to find solutions and clean up the air. Maybe you will not reach your higher level goals, but hey – learning through your own mistakes is very valuable in itself. Everyone has a right to be imperfect.

Participants should be made aware that coming to the meeting is their responsibility. The rules state that participation in the official part of the programme is obligatory and if a participant does not want to participate, he or she may not take part in the project. Participants leaving the project also lose their "participant rights" (free accommodation and food, reimbursement of travel costs).

NOT SHOWING UP TO THE MEETING

Once we had a youth exchange programme which involved participants from five countries. The partner organization from one of them delayed sending information about their participants. Eventually they sent their profiles two weeks past the deadline. Afterwards, the participants responded very slowly when it came to providing feedback regarding the tickets and other preparations. Eventually they did not arrive for the first day of the meeting. Their sending organization notified us that their participants encountered some issues and will be delayed. After three more days, while the host organization kept the hotel booked for the participants, the sending organization finally admitted that their participants were not coming. Because of it there was no chance to replace them with someone else.

What we can do? Set up the same deadlines for partners and participants for sending the required documents. Set up a system of partnership and participant contracts, which upon signing become a binding commitment that they will either meet the deadlines or quit the project.

We can expect various difficulties in the course of partnership relations. Sometimes they are normal life situations for which no one can be blamed. Your partner organization may close doors for some reasons and they would simply not exist at the time when your project is approved (financial problems, new job opportunities of its members, private matters etc.). In case of such a problem, you can contact the national agency and ask for permission to change the partner for your project. Your request should be supported with all the possible documents describing the situation. Obtaining a permission is possible, but remember that such a solution applies only to really tough situations and the national agency considers them on a case by case basis, without any general rules.

CHANGES IN THE PLAN

DIFFERENT VENUE...

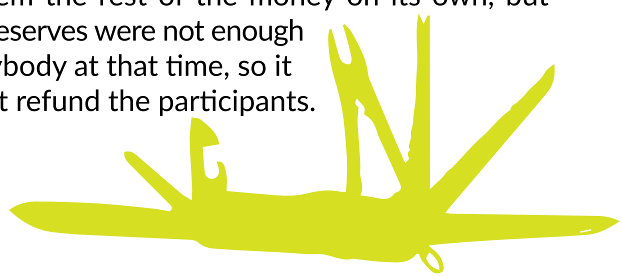
A youth exchange project was approved. The coordinating organization was relatively new and the coordinator was only twenty years old. A representative of the partner organizations took part in an APV a the small town where the project was to take place. Everything was fine: the trainers were well prepared, the venue selected by the coordinating organization was clean, safe and well provided with all necessary utilities (hot water, Internet hotspot etc.).

The sending organization's representative was very satisfied with it and presented a favourable report from the initial meeting when she returned to her country. New local volunteers started to be involved with the organization's activities and participate in the youth exchange project. Unfortunately, when they arrived they saw a totally different venue: it wasn't the same as the one the representative had visited during the APV.

It was dirty, had no Internet access and cold water only, and food was awful. The participants were upset and complained to their sending organization, showing photos of the food and the facilities. The representative of the sending organization called the national agency of the hosting organization and requested a solution to this problem. The national agency sent a controller on the following day.

Unfortunately, the venue could not be changed because it was already paid for. The participants stayed at the same venue until the end of the project without any significant improvements. When they returned to their country, they decided not to continue their cooperation with that organization anymore. Furthermore, the national agency did not transfer the last 20% of the project costs to the coordinating organization.

This fact also affected the participants, as they received only a portion of the reimbursement of the travel costs. The sending organization was very sorry for this unforeseen situation and it would have given them the rest of the money on its own, but its cash reserves were not enough for everybody at that time, so it could not refund the participants.



What we can do:

- The young organization should have asked an expert Erasmus+ project manager or its national agency for help at any moment to reduce the risk of any unpleasant situations;
- The coordinating organization is required to reimburse the travel costs of the participants up to the eligible travel costs specified in the project application. The sending organization can contact the national agency of the coordinating organization if it doesn't happen;
- The sending organization should create its own additional sources of funding to contribute to the efforts of the participants in order to keep the new volunteers active in the organization.

LET'S TAKE OLDER PARTICIPANTS THAN...

The project was about employment and finding a job. The author of the project prepared the youth exchange programme in two stages: the first stage was intended for teenagers, while the second was addressed to young people of 20-25 years old. When the first stage of the exchange started, the group of the participants wasn't exactly as they had expected: partner organizations couldn't find teenagers interested in the project and they sent slightly older people, aged 30 and below.

The activities were focused on how to write a CV and look for a job, but it wasn't what the participants hoped for and they started to complain. The author of the project also planned visits to local job centres and enterprises, but it was a failure due to inadequate language skills of the both the participants and public officials, which made the organized meetings practically useless. Since the author of the project was not present at the place where the exchange programme took place, the coordinator decided to modify the schedule and change it into an intercultural youth exchange. In the end, contrary to all expectations, the participants were satisfied with the programme and gave it a good feedback to the coordinating organization.

What we can do:

- Be as clear as possible when explaining your expectations concerning the participants of the project to the sending organizations (age, language skills etc.);
- As shown by the coordinator, it can be more useful to change some parts of the project in order to identify the needs and expectations of the participants with regard to the main topic;
- At the stage of preparation of your youth exchange programme, make sure that the employees of the public offices you want to visit are capable of working with people from other countries.

EXPERT IS NOT COMING

It was a project about street art and the organizational staff included a famous street artist from another country. A week before the youth exchange start date the street artist informed the coordinator that he was unable to go to the exchange due to personal problems. Since the project was about a very specific topic and nobody else in the organization could replace him or his skills, the coordinator was forced to look for a substitute. Finally, he managed to find a local artist, although not as skilled as the famous absentee. Still, the participants were satisfied with his workshops and everything ended well..

What we can do? Unexpected events can always happen, so you must always have a backup plan! In this case, the coordinator was able to find a local artist and replace the missing expert with small changes in the schedule.

NEW HOTEL?

The approved project specified that the participants would be accommodated in a fancy hotel. Supposedly, the coordinating organization was to raise funds to cover the extra costs of the venue. Unfortunately, the fundraising efforts couldn't reach the required amount of money. About six weeks before the start date, the organization announced to the partners that the venue had to be moved to another hotel, which was modest but clean and safe and had all the required conveniences.

Nonetheless, the participants did not receive this information and relied on the info pack they had received previously. Upon arriving at the new venue, they complained that the hosting organization failed to adhere to the details of the info pack. The coordinator of the project had to apologize to them and said that this information had been sent to their sending organizations well in advance.

What we can do? It is important to share all the information about any changes in the plan with the interested stakeholders. It can be useful to create a Facebook or WhatsApp group, inviting all the participants and especially the group leaders and representatives of the sending organization, in order to avoid any possible lack of information.

CHANGE THE FLIGHT DATES

There was an interesting project focused on inter-religious issues. Since the project was approved, the sending organizations were able to buy the plane tickets. One of them bought inexpensive tickets with a travel agency well in advance. Due to organizational problems, the coordinating organization was forced to delay the start of the youth exchange, postponing it by two days. The sending organization found itself in huge trouble because the travel agency would not allow them to change the flight dates.

Furthermore, the person responsible for the project at the coordinating organization was replaced and it seemed that nobody could solve this problem. The sending organization started to complain to the coordinating organization and in end the previous responsible person was reached for help. He called the national agency of his country and asked if they could reach an agreement with the travel agency. Finally, the flight dates were changed with a little penalty payment.

What we can do:

- It is best to buy tickets with flexible flight dates in order to prevent any possible problems with delays;
- Be in touch with the person responsible the project for its entire duration.

OWNER OF THE HOTEL

There was a situation where the hotel owner's son died tragically a week before the beginning of our seminar. The coordinator of the project decided to stick with the same venue because it was impossible to find a proper location in the same city in at such short notice. The result was that for the entire week the owner acted desperately, upsetting the participants. The coordinator tried to mediate by explaining the situation to the participants and urged them to be patient with her. He also asked her not to mix her job with her personal life and keep her emotional outbursts in check.

What we can do? As the coordinator did, try to mediate and to make the participants aware of the circumstances and appeal to their sensibility. It is also important to ask the owner to act in a professional way, trying to be as sensitive as possible.

URGENT CALL

A creative lab project was just getting started and the international participants were getting involved in the activities, when suddenly the project coordinator got an urgent call and had to leave the project immediately. The other staff members were unable to fill in for her (they don't speak English fluently, had to work on other projects etc). The local participants aged 19-20 from the hosting organization were asked to handle the situation by organizing the activities and moderating the group. It was difficult to deal with older people, who did not follow the rules and refused to accept them as leaders. Furthermore, they had to face some catering and organizational problems. They eventually managed to bring the youth exchange to an end, but it was a very stressful experience for them and the feedback from the whole group was rather negative.

What we can do:

- In the case of a sudden emergency, the responsibility for continuing the project should be passed to someone connected to it, who could be accepted as leader by the participants;
- If the first option is unavailable, organize an official meeting with the whole group to explain what is happening as the coordinator. Be clear about who and why is taking your place and that they will keep you posted about everything;
- Try to minimize the risk of extraordinary situations and always have a backup plan ready for any circumstances!

PRE-FINANCING
FINANCIAL MANAGEMENT

MONEY, MONEY, MONEY: PROBLEMS WITH FINANCES

Behind all the fun in the projects, there is the boring world of paperwork and numbers, stamps and exchange rates. Still, it is money that makes our projects possible. But do not be mistaken by smiles and polite behaviour. When it comes to money, many people and national agencies lose their senses of humour.

When solving problems with funding, you have to be aware that your manoeuvring space may be limited in many ways. Managing finances in international projects may be even trickier, since project managers and coordinators need to be aware of several different systems at the same time. Not only does one have to follow the financial rules of the Erasmus+ program, it is also necessary to take into account national legislations applicable to each partner, which are often incompatible with one another.

There are factors which are beyond your control but – in the case of money – you must do your best to be safe rather than sorry. Plan everything carefully and read everything you sign. The Erasmus+ guide and application are a perfect source of information on how to calculate your budget. If you are looking for information on how the money will be spent or administered during the project, search online for a template of the Erasmus+ grant agreement, which you will be required to sign if your application is approved. The best way to deal with financial problems is to solve them before they even happen. Here are some useful strategies you can use and examples and real life stories that illustrate them.

- Find people who will help you even if you are short of money. Make your organisation part of local community.
- Think of several diverse sources of funding for your organisation. This can help you put aside some money you can use to cover expenses before you get the grant.

YOUTH EXCHANGE: MONEY IS NOT EVERYTHING

Our story? We are an NGO focused on youth work. We prepared a youth exchange project which was planned to involve over 25 young people from 5 different countries. We were supposed to receive the money two months before the start of the project. To make sure everything goes smoothly, we booked the accommodation and asked the participants to buy plane tickets. We kept waiting for the national agency to send us the money, but nothing happened. We started to get nervous. The meeting was getting closer and the hotel started to threaten that they will cancel our reservation because we failed to meet the terms of agreement and did not pay the fee.

What did we do? The first step was that we started to call the national agency responsible for the Erasmus+ programme at least three times a day. But the answer was always the same: “Don’t worry, the money is on its way.” “You will have it by tomorrow.” But nothing happened for a long time.

Our next move was to review the finances of our organisation to check if we could cover at least part of the expenses on our own to get the project going. Unfortunately, we found out that our organisation was unable to cover all the expenses.

Eventually, we were saved by pure luck. The venue was in the home town of the organizer. We found out that his family members knew the owner of the hotel. Thanks to a good word from a friend, the owner finally agreed to change the terms of the agreement and wait until the start of the project.

FINANCIAL
DOCUMENTATION OF THE PARTNERS

When submitting an NGO report, the hosting organization is required to provide many documents. Some of those documents (invoices, agreements with hotels and other stakeholders etc.) may be problematic. The following cases faced by various NGOs address several of these issues.

LET'S HAVE A DEAL...

During the project, a person from the partner organization offers to provide fake invoices to be reimbursed and the money to be split between the coordinator from the hosting organization and a member of the partner organization.

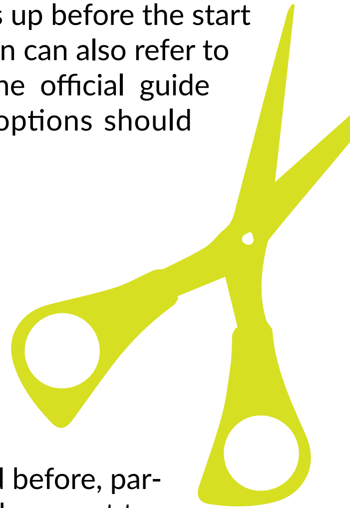
What we can do? Try to explain that you will not take part in such unethical conduct. If it does not work, refer the case to the national agency. Tickets should be bought after the coordinators have approved them. To avoid this situation, tickets for participants can be bought by the coordinator. If have a problem with fake invoices, the organization should first contact the national agency for assistance. If they are unable to address the issue, the case should be submitted to the headquarters of the Erasmus+ programme in Brussels.

FLIGHTS ONLY?

The hosting organization specified that they only accept flight invoices. No other transport is possible.

What we can do? Ask them to explain why they do not accept other means of transport, since it is contrary to the rules of the Erasmus+ programme. The most important thing is that the participants' travel plan should be adequate for the budget as provided by the distance calculator, not the means of the transport. If the reason is not good enough by the participants and the sending organization, they can contact the national agency of the hosting organization for assistance.

Worst case scenario – the participants and even partners have an option to withdraw from the project, since this matter is comes up before the start of the project. The organization can also refer to the appropriate section of the official guide which stipulates that travel options should not be restricted.



PARTICIPATION FEES

The hosting organization has stated that they require a participant fee.

What we can do? If it was said before, participants are free to decide if they want to go or not and the official guide allows a small fee to be charged from each participant. But it should be documented with a receipt.

THEY DID NOT SEND THEIR TRAVEL DOCUMENTS TO US

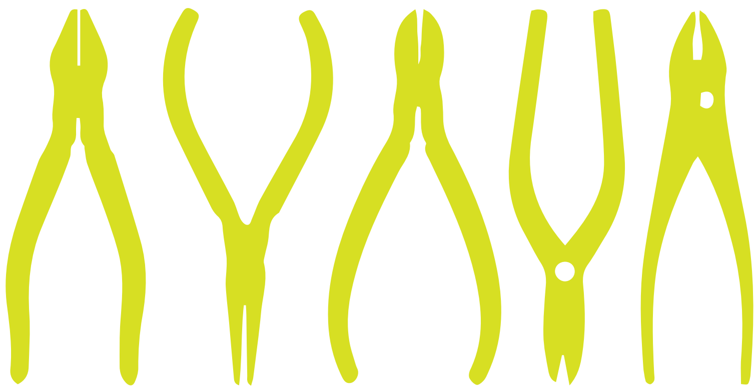
The project coordinator had reimbursed the participants during the project, but did not receive boarding passes or/and travel tickets from them afterwards.

What we can do? When reimbursing the participants, the coordinator may require them to sign a document to confirm their obligation to send their tickets after returning home. Contact your partner organization. They are responsible for their group and they are obligated to help in case of any problems with the participants. Most of airline companies allow boarding pass to be printed before the flight. Ask your participants to do it online. They will be able to leave you a copy of the boarding pass before leaving venue and you will have all the important documents.

TAXI, TAXI...

Participant gives a taxi receipt to the coordinator as a travel expense. However, the coordinator does not accept the receipt and tells the participant that it is not an eligible expense.

What we can do? If taxi is the only way to reach the place and no other transport is available, it is an eligible expense. You need to ask the taxi driver for an invoice, since a receipt is not a valid document in such a case.



IMPLEMENTATION PHASE

ACCOMMODATION
& FOOD

CLEAR INFO ABOUT THE GROUP

When a project gets approved, the organizers have to choose the right place for the meeting. Of course, during the process of writing the application we may have an idea about a perfect place for our meeting, but we cannot be sure that it will be available at the right moment when the project is approved or if it is suitable for the group. That is why it is always good to have more than one idea for a venue.

It is very important to have clear information from your partners about their groups. Examples of useful information:

Gender – We have different traditions and naming systems. Sometimes it is not clear whether a participant is a boy or a girl even if you have their name and surname. Clear info about each participant's gender will help you avoid problems during accommodation on the first day of your meeting.

Special needs – Partners should clarify beforehand if they have special needs related to health or cultural issues. Maybe it is not possible for a disabled participant to be in one room with others or maybe a given person needs a special bathroom with disability access. This information will be very important for you while searching for the right place for your meeting.

Food preferences – Participants need to provide information about their preferences, but it is very important to emphasize which of their instructions you need to follow and which are not obligatory. You may have vegans or vegetarians in your group, who need suitable meals. You can also have participants who cannot eat some kinds of food because of their religion. It is also a valid reason. Of course you need to consider food allergies, since you do not want health problems in our group during a meeting. But sometimes there are requests from participants who have overly high expectations, which is absolutely contrary to the idea of international youth projects. You do not have to comply with requests like "I want pizza every day for dinner and a lot of sausages," or "Make my coffee a latte because that's what I like the most." Remember, food must be palatable, not monotonous, and it is also great if it is somehow connected with local traditions. You do not have to reach aristocratic standards in this regard.

DEALING WITH THE VENUE

When you have the information from all the groups, you are ready to discuss the details with the owner of the venue. Very often venue employees need explanation about international youth projects and what it means to have representatives of different cultures and traditions in the building. It is also good to check if the chefs are familiar with special meals for vegetarians or vegans or if it is clear for them that in some meals may not contain any pork or must be compliant with a gluten-free diet.

Try to take the system of work at the venue into consideration. Give them information about your needs well in advance. They need to prepare the rooms, buy food and prepare the working space for you. It cannot be done in just a day or two.

MULTINATIONAL ROOMS

It is always a good idea to put your participants in multinational rooms when preparing the accommodation for your group. It will give them a chance to interact from the very beginning, not just during the official part of the programme, but also in their free time. Just remember that multinational rooms are not obligatory and there are some situations which make it undesirable.

Decision about assigning the participants into multinational rooms and what system to use should be made in collaboration with the partners. You all bear responsibility for this international group and each partner knows their participants best. A thorough discussion about this matter will give you the answers about how to do it right.

SAFETY & SECURITY

Safety and security are of high importance and must be treated as such by the organizations in charge of the project. It should be one of their top priorities. If the participants feel safe and secure and, they have more energy to get the most out of the project.

Projects are carried out in different European countries. Our participants come from different backgrounds, have different education, gender, physical conditions, health needs, attitudes, insecurities, phobias etc. Therefore coordinators must provide effective techniques to ensure safety and security for every single person.

IN THE MIDDLE OF NOWHERE

The venue was located in a completely isolated area with no public transport to the nearby town and the host organization did not provide any means of transportation. The participants stayed at this place for ten days completely isolated from the rest of the world. A bus was rented by the hosting organization, but was used only for transporting people to the venue.

After the arrival, the participants had no access to any other place apart from the venue. There was no pharmacy or medical services available. The participants were frustrated because of this and complained all the time. In the middle of the training course they started losing their energy, felt bored and looked forward to their trip back home. The greatest fear for all the participants was the lack of any access to the nearby town. In case of an emergency, illness or accident/injury, they could get to the nearest town, an hour away, only by a taxi cab, which was very expensive. It was very stressful. Unfortunately, no solution was given to the problems and everyone was completely disappointed.

What we can do? The location of the venue is very important. It may be in a small, isolated area, but then you need to provide a transport solution for emergencies and have the contacts to the nearest hospital, police station or fire department. Organizers are required to provide quick and efficient access to medical services/hospital when needed.

At the stage of preparing the schedule of the meeting, you should know what possibilities the participants have for spending their free time after official part of the programme. If there is not much to do around the venue, organize a local trip with an orienteering game, prepare group games for the participants or make use the talents of the members of your group.

IT'S TOO HOT

The project was organized in summer in a country with a hot climate. There was no air conditioning anywhere in the venue, which made the situation very difficult for the participants. They complained about it, but there was no viable solution in sight. Participants had to sit in a very hot environment during the working sessions. They just opened all doors and windows and ventilated themselves with sheets of paper. It was difficult for them to concentrate, some of them could hardly breathe. People felt uncomfortable, frustrated, upset and worried about their health. There was no cooling equipment in their rooms either. They stayed up very late at night since they could not sleep in their hot and humid rooms.

What we can do? We should choose a venue where adequate air conditioning and/or heating is provided, otherwise all your efforts will be wasted. Participants who are tired, frustrated and cannot concentrate will never work efficiently during the official parts of the programme.

ACCIDENT

There was an accident during the energizing time. A woman slipped on wet floor and fell. She hurt her spine very painfully and had to stay in bed for the next two days. The coordinators looked after her and offered their support.

What we can do? Underage participants need to be taken to hospital together with an adult from the same group to check if there is anything wrong. Do not forget to take their European Health Insurance Card or insurance policy with you.

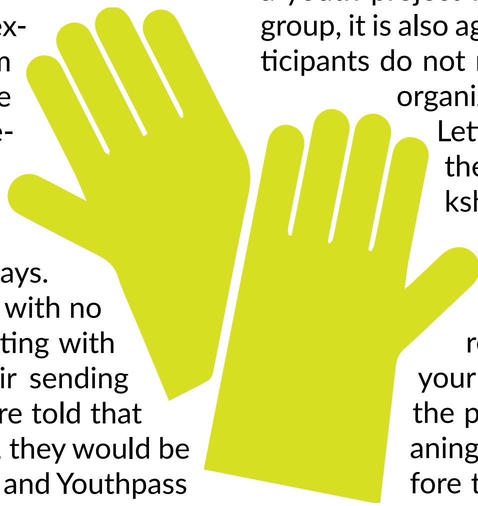
When you organize the official parts of the programme, check it first if the area is safe for the group. Some kind of warning must be provided in case of any damage and/or any other conditions which may be prove dangerous for people, such as wet floors. A warning sign must always be used to draw everyone's attention to it and make sure proper care is maintained. You may start only after you have taken these precautions.

VIOLENCE
DURING PROJECTS

The World Health Organization defines violence as: The intentional use of physical force or power, threatened or actual, against oneself, another person, or against a group or community, that either results in or has a high likelihood of resulting in injury, death, psychological harm, maldevelopment or deprivation.

THREATENING ONE OF THE LEADERS

It was during a multilateral youth exchange with 45 participants from six European Union countries. The topic was "the importance of different cultures to unite." Five out of seven participants from one of the countries missed most of the sessions on the first two days. Their group leader spoke to them with no results. Then he organized a meeting with other leaders and contacted their sending organization. The participants were told that if they continue skipping sessions, they would be sent back without reimbursement and Youthpass Certificates.



Then participants started to threaten their leader that they would hurt him if they were sent home before the end of the project or if they did not get their Youthpass Certificates and reimbursement of travel expenses. The coordinator contacted the police. The organizer told the group leader that police could not do anything about the situation. The participants were allowed to stay in the venue even though they continued avoiding sessions. They bullied their leader every day, so he stayed in a different place than the rest. At the end of the event that leader had to reschedule his own flight to stay one day longer at his own expense for fear of being attacked before reaching the airport. All the participants of the project were told that they would not get their Youthpass Certificates on the last day because they were not ready. They were to be sent afterwards by post.

What we can do? Threatening another person during a youth project is not only very dangerous for the group, it is also against the law. If the aggressive participants do not react to being reprimanded by the organizers, they should leave the project. Letting them stay is a very bad idea if they do not participate in the workshops. It can ruin your group dynamics and the whole atmosphere.

To avoid such situations, prepare a written contract together with your partners, stating all the rules for the participants to sign. Clarify the meaning of the project in the info pack before the meeting and check if everyone has a good understanding of it. Discuss all the rules again on the first day of the meeting and check if the whole group understands it in same way. Emphasize the consequences of not following the rules. Take care of safety together with the whole team of leaders, not alone. Remember that you all bear responsibility for the project and your groups.

In the case of physical violence or verbal life threats, the police can only act if the victim decides to presses charges, which might involve a long, bureaucratic process. Whether they want to do it or not is up to the victim, but calling the police is the responsibility of the organization.

There are four typical steps to follow when facing this kind of situations: call the police; sit down with the victim; calm the group. At least two of the leaders should write down the time of the incident, their physical position at the time and a description of the incident.

PASSIVE / MISBEHAVING PARTICIPANTS

During projects you may sometimes encounter one or more participants who are passive (not participating) or misbehaving in a way which interferes with the objectives of the project.

Why is this happening? Well, to be honest, one never knows why these participants behave the way they do. Nonetheless, there are some possible reasons:

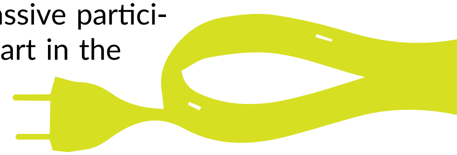
- Youth exchanges are often confused with vacation by some participants due to the lack of information before the meeting.
- Participants are not interested in the objectives of the programme but have their own personal agenda and objectives for the entire project.
- Last but not least, some participants enjoy breaking the rules and rebelling without a cause. They are disrespectful towards the hosting organization and other participants and their ultimate goal is to disrupt and ruin the entire project just for the fun of it.

To avoid having passive or misbehaving participants on cooperate with your partners from the very beginning of the project. Check their methods of preparing their groups. Do they have pre-meetings in their countries? Provide them with well-prepared info packs with a description of the project and a clear definition of what youth exchange or training course means.

Cooperate with other leaders during the youth exchange programme and do not act alone. It is much easier to solve a problem with five or six other people than on your own. Remember that every project needs a good team of leaders and a common sense of responsibility to succeed.

Do not lose hope – this type of situations is not always as complicated as it originally seems to be. Preparing action plans in advance will help the project coordinator or team leader save time and avoid a complete disruption of the project because of such participants.

Who is a passive participant? In groups we have active and passive participants. Some people absorb information in a passive way and it is usually not a problem for the whole project. There is a difference between learning passively and being passive as a group member. A passive participant refuses to take part in the activities, does not



follow instructions, puts minimum effort or no effort at all in any of the given tasks. When referring to passive participants we do not refer to the learning styles of each participant, but rather to the attitude towards the project and its effect on the outcome of the project.

How to deal with passive participants:
- Energizers (in easy cases)
- Personal conversations
- Group conversations
- Highlighting consequences

How to prevent participants from misbehaving:
- Send a detailed info pack with the project outline, rules, regulations and responsibilities of the participants.
- On day 1 (especially on youth exchanges), discuss the differences between a vacation and a youth exchange.
- On day 1, sign an agreement with all the participants, specifying all the rules of the exchange. It may include all the issues considered important by the group, such as: punctuality, keeping common areas clean, use of the common room, respecting privacy, use of telephones and electronical equipment etc.
- Detailed orientation and analysis of the laws of the hosting country which could get the participants in trouble due to the differences between the legal system of the sending country and the hosting country (such as smoking, drinking, driving etc.).
- Rules connected with the accommodation (such as no smoking, night silence etc.).

TWO GROUPS DO NOT WANT TO COOPERATE

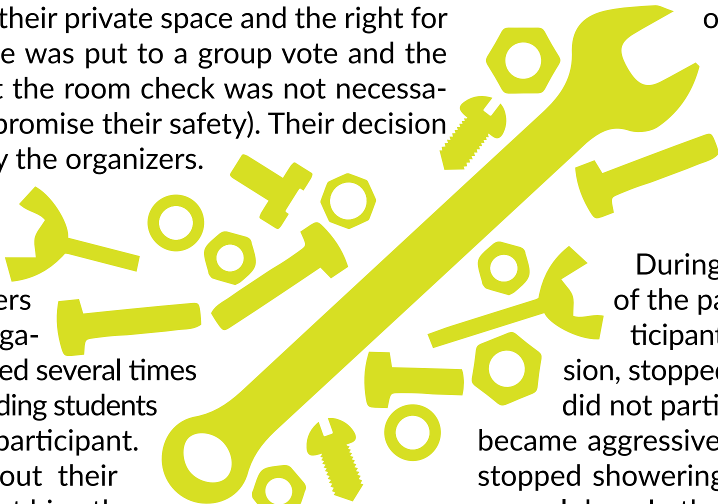
Two of the participating teams refused to interact, work or even talk to one another due to cultural and political views resulting from misconceptions and cultural stereotypes. Both groups interacted in a productive way with all other countries, but not between each other, which made the communication gap even more visible and brought an awkward feeling in the exchange and made integration impossible.

What we can do? The organizers decided to give the two groups a common task to solve together. They were supposed to do it in a common room and had to cooperate in order to complete it. This brought the two groups into direct contact and helped even out the situation. This was followed up by intercultural workshops, which further helped in broadening the participants' perspectives on cultural differences and acceptance.

SMOKING CIGARETTES

The participants of the project were accommodated in a tuberculosis boarding school, which had strict rules of what was allowed and disallowed in the building. The participants were informed about these rules well in advance, explaining the special dos and don'ts of this particular youth exchange: no smoking in the rooms under any circumstances and no smoking in front of the building (except in special designated areas). It was also forbidden to provide cigarettes or lighters to the boarding school students or smoke with them.

One participant decided to break these rules and smoked with his roommates inside the room. They tricked the fire alarm system by covering it with a plastic bag and taping it, and they blocked the gap under the door with a towel. Fire alarm went off a few times that night, but the organizers thought it was a false alarm. When the alarm went off a second time, the hosting organization requested to check the participants' rooms, but they were very defensive about their private space and the right for privacy. The issue was put to a group vote and the group voted that the room check was not necessary (it would compromise their safety). Their decision was respected by the organizers.



At some point during the project, the volunteers of the hosting organization were asked several times by underage boarding students about a specific participant. When asked about their reasons to contact him, the response was that he was kind enough to gives them cigarettes when they wanted it. The hosting organization then had a group meeting during which this participant was confronted about this behaviour in front of the group. The students from the boarding also took part in this meeting.

What we can do? In case of a fire alarm, whole group needs to leave the building and the area needs to be checked. There can be no voting or discussion about it. Everyone must to follow safety measures without questioning.

Any participants who give cigarettes to minors must be aware that such behaviour is against the law and it may lead to legal consequences. It should be stressed during a discussion with whole group. If it does not work, continue with legal steps.

Clarify the rules about smoking in the participant's agreement to be signed by all group members and underline all the rules on the first day during an organizational meeting to be sure that the whole group understands it in same way.

PRIVATE PROBLEMS

During the project a close friend of one of the participants passed away. The participant gradually fell into severe depression, stopped talking to other participants and did not participate in any of the activities. He became aggressive and physically abused the staff, stopped showering and did not change clothes for several days. In the end his actions became suicidal.

What we can do? The hosting organization tried several methods without any results. Finally, an experienced youth worker was called, who committed to working with this participant on a voluntary basis. After several sessions and profound conversations, the participant was able to recover and integrate with the group.

In such cases we can provide support to the participant starting from the group leader, who should be involved the most at that time. If it does not work, it may be better for the participant to leave the project and go back home. He or she may need help of his family and a psychological treatment. The costs of food and accommodation of this person will not be cut from the grant. The national agency should accept earlier departure if an official statement and explanation of given situation is provided.

ALCOHOL ABUSE

Alcohol during project meetings is typically a taboo topic. It is allowed for adult participants to drink after the activities have finished for the day, but there are situations where people often misuse and abuse that privilege due to different and vastly different understanding of what it means to drink responsibly.

UNDERAGE DRINKING

There was a youth exchange with participants aged 16 to 25. The exchange was focused on youth unemployment. The activities were based around visiting, interviewing and exposing the participants to various work environments. Many countries were involved in the project, therefore the coordinators organized several intercultural evenings. Alcohol was present during each these events. The first issue was that half of the participants were underage; the other half were over 18 or older. The adult participants drank alcohol and shared it with the underage participants. This quickly became the norm, as it was generally agreed between the participants that everyone should get a chance to taste special products from different countries.

After these events, the young participants starting to abuse alcohol at nights and even between afternoon activities. Within three days most of the participants got into a drinking cycle: they got drunk, had a hangover and drank again to feel better. The group leaders were mostly unprepared participants, randomly chosen for that role by the organizations which sent them. They either joined the other participants or tried to help the coordinating team in getting the participants to cooperate. Eventually, the teenage participants became too tired and sick from the alcohol that they could not focus or even care about the activities during the last three days. The agenda of the exchange collapsed completely and the workshops became useless. However, the meeting was given the highest possible ratings and feedback during the evaluation.

What we can do? Looking at this situation from a perspective, it is clearly visible why it all happened that way. First, it was the lack of preparation on the part of the partner organizations as well as the participants. Most of them were there not only for a free trip, but they were teenagers without any supervision or authority. The second issue arose in connection with alcohol during an intercultural evening. There was an unspoken agreement that underage participants were allowed to drink alcohol. More precisely, adult coordinators and group leaders were against it, but other participants were okay with it. This came from a lack of precise rules regarding alcohol. It could have been easily solved by discussing and explaining the laws of the country and the rules of the project. Simply setting a rule of zero tolerance for alcohol during the second and third cultural evenings would have been enough.

IT'S PART OF MY CULTURE...

It was during a youth exchange involving participants from three countries. Two of them stood out due to cultural differences, namely they were used to drinking beer since the age of sixteen. Those participants were still underage and were not allowed to consume alcohol in the country where the event was hosted. At the start of the exchange, the participants went to a store and bough beer to drink in their free time, just like they did at home. Once they were informed by the coordinating team of the host organization that they could not drink alcohol due to their age, but they disagreed. It escalated into a conflict very quickly, as the participants argued that it was against their personal rights and their cultural background

What we can do? The solution to this is twofold. Firstly, they should have been prepared and informed about the rules and laws of the country they are going to, especially when those laws were much different than their own. Secondly, the conflict could have been concluded very quickly just by stating the law on underage drinking – the matter was simply not debatable.

INTIMATE RELATIONS

This sub-chapter is focused on situations occurring at the implementation phase which could be considered intimate. Sometimes the participants or staff of a project (organizers, trainers and facilitators) allow themselves to cross the border of professional behaviour and fall into intimate relations with other participants or staff members. This unethical behaviour could result in many problems and even jeopardize the successful completion of the whole project.

It is very important to provide a definition of what constitutes intimate relations at the beginning of a project:

An intimate relation is an interpersonal relationship that involves physical or emotional intimacy. These relationships involve feelings of liking or loving one or more people, romance, physical or sexual attraction, sexual relationships, or emotional and personal support between the members.

TRAINER CROSSED A LINE

A case of intimacy very often means risk of a failure for the organization in charge of the project. A problem arises in connection with undesired relations. The following story happened during a youth exchange program, but the people and NGO involved as well as the country where it took place will be kept confidential for security reasons.

During the implementation phase, a youth exchange trainer tried to engage in intimate relations with three participants. After three regular days, the trainer had too much alcohol during an intercultural evening, which got him into conflict with the participants. Eventually, he crossed the boundary of proper conduct by entering the private/intimacy zone of the three different girls.

On the first night he made a pass at the first girl. He approached her and for a casual conversation, but step by step he kept pushing her towards the wall, making her uncomfortable. He finally got so close that she felt his breath by her ear and his arm over the intimate parts of her body. When she realized what he was trying to achieve, she decided to stop talking to him. He seemed dissatisfied, but despite being drunk he took the hint that she rejected him. The same thing happened with girl number two, but not with the third one.

The third girl was forcibly kissed and touched in an intimate way. She then tried to explain that she had little interest in him, but respected him as a leader. He became upset and offensive towards her. After this incident the girl approached the organizers of the youth exchange complaining about his behaviour and expressed her intent to sue him for sexual harassment.

This situation made put the project at risk of failure because three of the participants lost their respect for the trainer and the group dynamic was broken.

What we can do? The solution used by the organizers was to calm her down and assure her that they would take care of the situation. First they talked to the participant and collected all the information from her. Then, after the trainer sobered up, they approached him for an explanation of the situation. He was totally surprised by the reaction and claimed that he was simply responding to intimate signals these girls were sending to him. The staff made him understand that such close/intimate relations are absolutely prohibited and he has to find a way to excuse himself in front of the victims.

After all, the situation was fixed and the participants decided not to take any legal action, since the trainer and the organizers were very convincing. Nevertheless, such a case could have a negative effect on the reputation of the organization, the career of the accused as an international trainer and the overall success of the project.

Remember that if a participant who has fallen victim of this kind of behaviour decides to call the police and press charges, the organizers are responsible for helping them.

INTERCULTURALITY

Every nationality has its own traditions and beliefs, which the participants carry in themselves. Therefore, projects are a great opportunity to learn more about others and their cultures. Young people usually do not know these differences or are aware of them on a very basic level. They cannot understand how easy it is to unintentionally offend other participants. Something may be an amusing subject for one of them, but a delicate and unpleasant thing for another.

For example, historical figures can be a source of unpleasant situations, which can later grow into a full-blown problem. There was once a situation during a youth exchange that three young boys sketched a portrait of Hitler with a swastika and wrote his quotes, and pasted it all over the venue at night. It was a joke from their side. One of the leaders found it and decided to organize an urgent team leader meeting, after which they gathered all the participants and explained the situation very carefully. The host of the venue explained the historical background of Adolf Hitler and asked each person what they know about him. The boys had one day to admit that they did it and take responsibility for their actions. Because there was no one else who could have done it and everyone knew who the perpetrators were, the leaders tried talking to each of the boys. After a whole day of denying, the boys gave in when they were told that the police would be involved to help them with the investigation. Fortunately, they accepted the consequences and were required to write an essay about Hitler and his atrocities.

Problems with interculturality occur not only on a historical level, as the religions are also a common source of controversy. Therefore, if someone feels uncomfortable with someone else's behaviour towards them or somehow finds it not right, they are entitled to ask their leader to end their discomfort.

For leaders, a good way of preventing this type of conflict situations is to talk to all the participants at the beginning and then discuss the cultural differences with the rest of the leaders during the Advanced Preparatory Meeting. Doing so would prepare them for any kind of problems between participants of different nationalities and give them an awareness and understanding of other people's feeling, which can improve the overall sense of security.

REIMBURSEMENT

Travel costs usually constitute 30-40% of the entire budget of an Erasmus + youth exchange project. As a result of that, the work of the hosting organizations with regard to tickets and reimbursement of travel costs very often entails long procedures and risky situations. This is so due to the fact that even a small mistake might lead to financial loses. Many organizations buy tickets by themselves in order to avoid losing invoices, booking confirmations and other documents required for reimbursement of eligible costs due to accounting reasons.

Another option for an NGO is to allow the participants to plan their travel and purchase their tickets on their own after forming the group. This could be a safer option, but it does not cover all the risks in full. All the participants will most probably show up, apart from those with a personal emergency situation, but the risk of losing documents is higher.

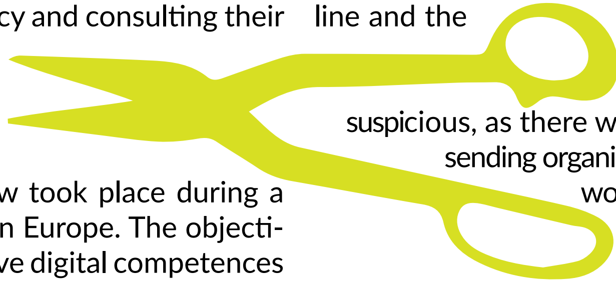
Young people send the original documents by post after the activities are finished. Sometimes participants send them by non-priority post, which may be lost along the way. Another disadvantage of this method of reimbursement is the high costs of bank transactions, around 20 euros within the EU, but outside the EU the fees may even be as high as 50 per money transfer. Think of the amount of money you would have to spend if you had 40 participants from 8 different EU and non-EU countries.

Different national agencies have varying rules and policies about reimbursement and requirements for travelling documents, for example with regard to travelling by car or additional travel days. It is important to be up to date by attending seminars organized by the local national agency and consulting their experts about specific cases.

WAS IT A FRAUD?

The situation described below took place during a youth exchange somewhere in Europe. The objective of the project was to improve digital competences of the participants by promoting photography skills and environmental knowledge. The project went smoothly and was over quickly. The participants were satisfied with the experience and newly found friends, waiting for their visit in different countries.

The staff was in the process of collecting travel tickets and invoices when they discovered that a group from a neighboring country came without any tickets and had no proof of their travel. It was a little shocking, so the coordinator contacted the legal representative of the sending organization. The situation turned out to be much more difficult than originally expected. The sending organization provided the hosting organization with an invoice for the trip of their nine participants for the amount of 1530 euro. The coordinator of the hosting organization was surprised by the amount and they started to investigate the matter. The official travel budget was 170 euro per person, with a total of 1530 euro, but the participants came by bus and it was common knowledge that a round trip between those two cities cost between 30-40 euro per person, so the amount they expected to reimburse was around 270-360 euro.



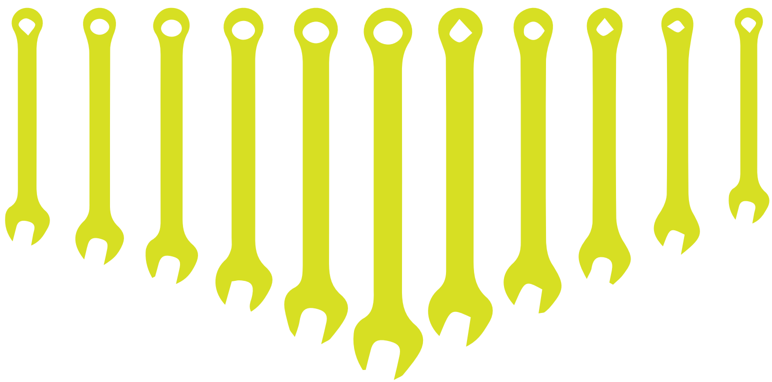
The coordinator spoke with the participants to clarify why their travel by bus was so expensive. All the participants assured him that they came by a popular bus line and the fixed price of the trip was around 35 euro per person This made the staff very suspicious, as there were no travel tickets and the sending organization assured them that there would not be any. The only proof was that invoice.

According to the rules of the local national agency, all participants must provide original travel documents and tickets. In this case, the sending organization and the participants claimed that there were no original tickets. The coordinator notified the sending organization that the invoice they sent would not be reimbursed due to the lack of documentation and unreasonable value. Within two weeks from that notice, a complaint was filed about poor accommodation and catering. Furthermore, the sending organization complained about the refusal to reimburse the travel costs.

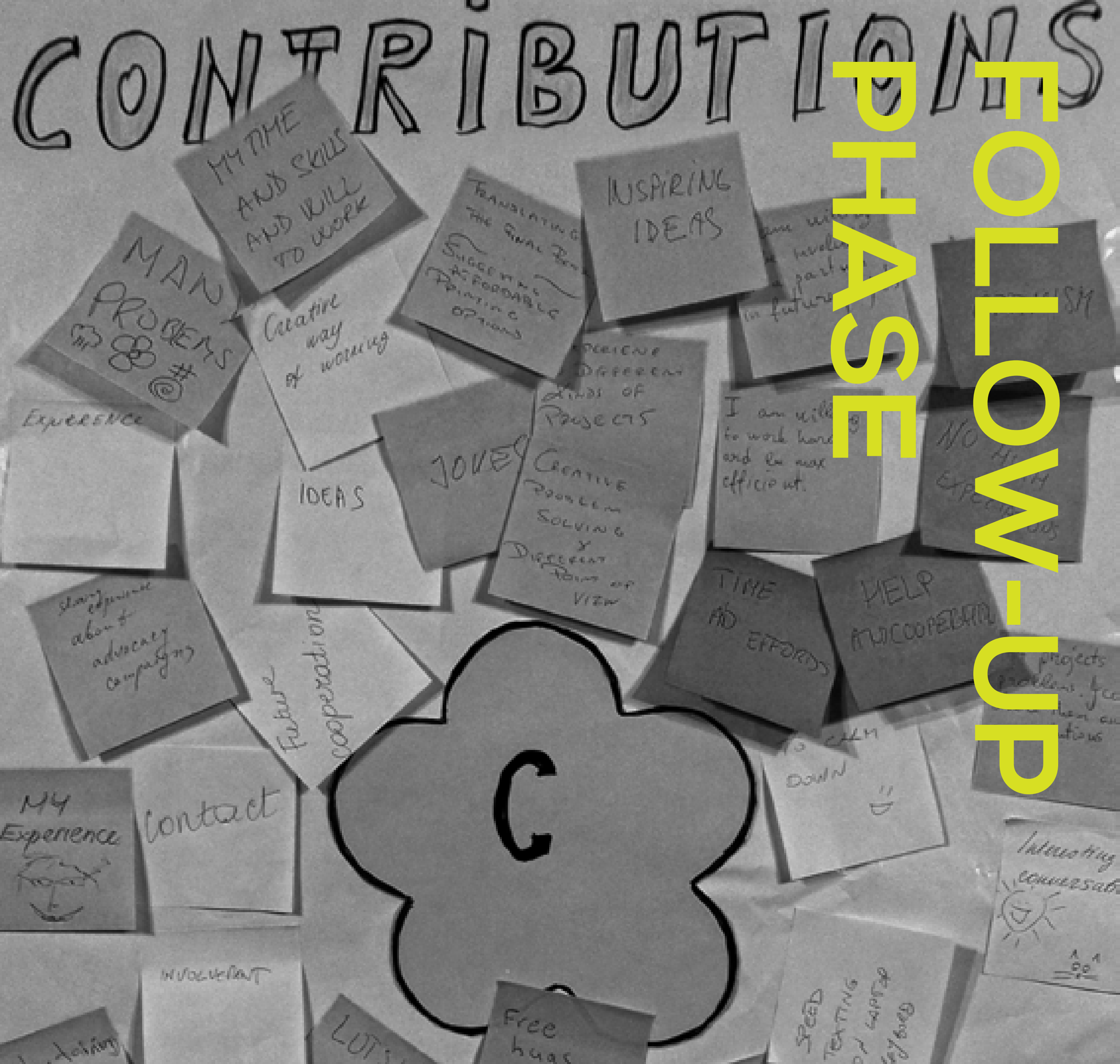
Afterwards there was a meeting between the hosting organization and the national agency. The coordinator of the hosting organization conducted an investigation beforehand. The results made the case look even more suspicious. The invoice was issued by a company described as a booking firm providing bus tickets, similar to Skyscanner, AirGuru, SkyPicker or other comparable businesses. An interesting fact is that company which issued the invoice did not have a website and had only one employee. Furthermore, the prices for their services were exactly equal to the travelling budget.

It was all very discomforting for both the national agency and the hosting organization. A long and exhausting exchange of words between the national agency, the hosting organization and the sending organization took place. None of the sides had any intention of letting it go. At a certain point the national agency concluded that the case was stuck and they decided to contact the European Commission to resolve the situation. The EC's comment arrived quickly and was clear – the national agency should not interfere in this case. There is a set of rules to be followed and it is up to the partner organizations to enforce and obey them. After the EC's response, the hosting organization informed the sending organization that reimbursement will not be provided due to the fact that original travelling documents (tickets) were not sent and the money was spent unreasonably (the sending organization's expenses were 170 euro per person, while the tickets cost only around 35). That was the final decision. The case was closed and no future cooperation between the involved organizations was possible.

Each stressful situation, just like the one described above, is a valuable experience for your organization. The members become more united, while their level of self-confidence and communication skills are improved. It is also important to cooperate with the national agency – they could help you solve any issues you may be having with full transparency.



FOLLOW-UP PHASE



You may think that once a training or seminar is successfully finished and all the results are delivered, the project is over. This is a mistake, because the follow-up phase is just as important as the preparation or implementation of the project.

Without an evaluation you could never get valuable feedback or reflect upon the possibilities for improving your future project activities.

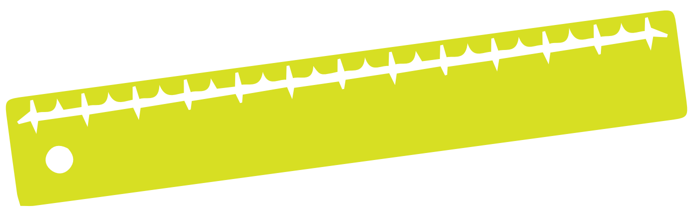
Without proper dissemination and exploitation of the project results, no other people would be able to benefit from the work you have done. Sharing the project outcomes has a positive impact on the wider community and improves the sustainability of your results beyond the funding period.

And without initially defined reporting, you are at risk of failing to fulfil your obligations towards the public bodies, which might have an impact on the overall success of the project.

The best way to avoid risks connected with the follow-up phase is to learn from past mistakes. This is why we want to show you three real-life cases and the remedial measures which were applied in each of them.

It is necessary to evaluate the results and reflect upon the positive and negative aspects at the end of each project. But what if the participants are not honest with the coordinators? An example of this happened during a youth exchange involving three European countries. The participants evaluated the project very well when talking about it, but their written evaluation was complete opposite. The consequences of this situation were resolved at the official level and had an impact on the overall success of the project and the reputation of the coordinating organization.

What we can do? The solution to this issue lies in the proper preparation and prevention. Both the partners and the participants need to be aware of the importance of this process. They need to be guided through it and assisted whenever needed. It is also important to document the project with photos, videos or notes in order to keep the records of the whole event – not only for the archives, but also as a proof against unjustified criticism.



DISSEMINATION

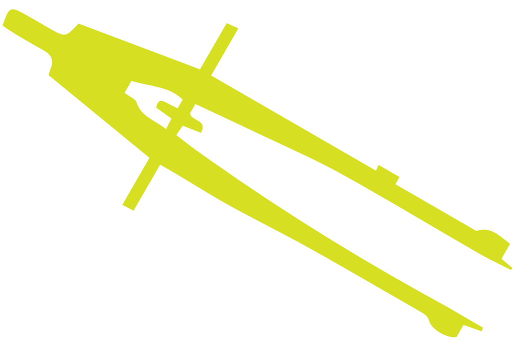
Dissemination of project results is a priority in each case. It applies not only to the follow-up phase. A well-prepared dissemination should be a constant companion of the project from the very beginning. You should start planning the dissemination and exploitation beforehand, contacting the relevant media and organizing information sessions during the project, and exploiting the project results once it is over. But what if all the credit for the project's success has been stolen by another organization participating in your project? This kind of situation happened during one of KA1 mobility projects. In consequence, the coordinating organisation decided to break off the cooperation and communicate their own dissemination.

What we can do? The possible solution in this case: The coordinating organization, which applied for the project, needs to disseminate the results, which should be provided in spite of everything. In case of any complications, problems or mistakes, you can contact the national agency and notify them of any such issues and ask for assistance as the coordinator.

REPORTING

Each organization is required to report project results. The Erasmus+ programme provides access to the Mobility Tool+ for this purpose. Data is filled in through an electronic form and submitted online directly to the European Commission. Completing a report takes a lot of valuable time. But what if you lose your form, which took three weeks to complete, as a result of a system failure? This is exactly the kind of situation which happened during one of our youth exchange projects. The coordinators initially thought that all the data was lost. They called the official authorities, which were rather pessimistic about recovering it. It seemed as if the coordinators would have to spend another three weeks completing the report all over again. Fortunately, there was a backup copy on one of the public servers, so the data was finally recovered.

What we can do? There should always be backups in the case of missing or erased files. Keep your copies in secure places to avoid similar risks.



PARTNER ORGANIZATIONS

CO-EFFICIENT
Hungary
Magyarország, 1048 Budapest,
Megyeri út 203. A 3/6
phone: +36-30-874-3304
www.egyutthato.eu
info@egyutthato.eu

CULT EUROPE
Italy
Via G.B. Verci 40,
Bassano del Grappa (VI) 36061
phone: +39 910 40110248
silviadepau@tiscali.it

DIABETES, PREDIABETES AND METABOLIC SYNDROME
Bulgaria
Ami Bye 72, Sofia 1612
phone: +359 896 746 823
prolidiabet1@abv.bg

EDU CENTRUM
Czech Republic
K Lomu 1056, Dobrichovice 25229
phone: 00420210215364
www.educentrum-os.cz
info@educentrum-os.cz

EUROHUGS
Lithuania
Nemuno 10B, Miklusenai,
Alytaus raj, 62472
phone: +37066223369
eurohugs@gmail.com

NECI ROMANIA
Romania
Hunedoara, Lătureni Street 98,
Hunedoara District, România
phone: +40753095126
neci.romania@gmail.com

NECI CYPRUS
Cyprus
7 markou drakou xylotimpou larnaca
phone: 0035799465221
http://www.neci.eu
renosge@gmail.com

N.P.O. ANAZITITES THEATROU
Greece
15, 26th October street , 54627
phone: 0030 2310 50003
www.inartngo.com
fixinart@gmail.com

TREPES
Latvia
Lāčplēša iela 70B-1, Riga, LV-1011
phone: +371 28 356 548
ra.trepes@inbox.lv

ASSOCIATION 'ZAMOJSKIE VOLUNTARY SERVICE CENTER'
Poland
Kolegiacka St. 16, 22-400 Zamość
phone: (84) 627 37 75
http://wolontariatzamosc.pl/
biuro@wolontariatzamosc.pl

CREDITS


DAVIDE VERONESE


EWA SZCZEPAŃSKA


MARIANA ALEXANDROVA


MIGUEL'OSO' LOUSTAUNAU CALVILLO


VILISLAVA METODIEVA


ANDRZEJ SMYK


EWA KOSTRUBIEC


INGA PROTUC GERGIOU


KRZYSZTOF BRUZGUL


GIUS MAZZA


ANDREI CERNEA


EVANTHIA STAVROU


SOFIJA LONIJA JAKOVLEVA

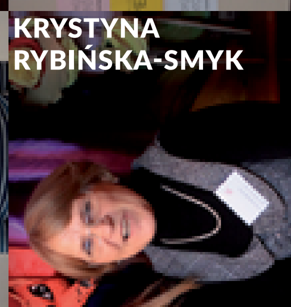

KYRIACOS STOUPPAS


ZDENKA HAVRLIKOVA


ANDREEA-MĂDĂLINA BUCUR


ELENI KYRIACOU


LUKAS NEVRKLA


KRYSTYNA RYBIŃSKA-SMYK


DONATAS VERSECKAS