

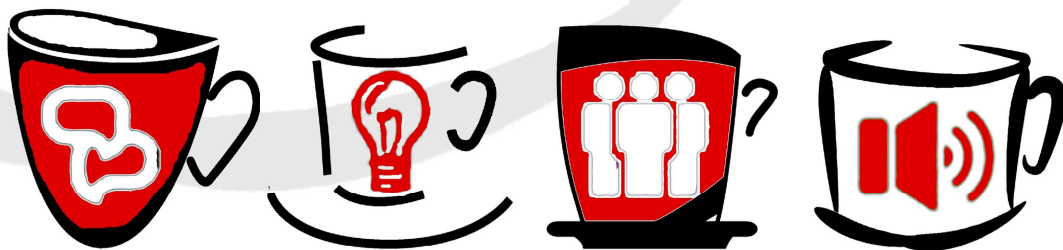
REPORT



Centre for the Cooperation
in the Mediterranean



SEMINAR ON LEADERSHIP FOR YOUTH COORDINATORS



Ramallah, Palestine
from 19th to 26th September 2010



WITH THE SUPPORT OF:



International Federation of Red Cross And Red Crescent Societies
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر
منطقة الشرق الأوسط وشمال أفريقيا
MIDDLE EAST AND NORTH AFRICA ZONE

This seminar was organized by:



**Centre for the Cooperation
in the Mediterranean**



In the frame of:



With the support of:



International Federation of Red Cross And Red Crescent Societies

الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

MIDDLE EAST AND NORTH AFRICA ZONE منطقة الشرق الأوسط وشمال أفريقيا

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SUMMARY

The Centre for the Cooperation in the Mediterranean (CCM), together with the Palestine Red Crescent, and with the support of the IFRC Middle East and North Africa Zone, organized the Youth Leadership Workshop. The seminar counted on the partnership of the Spanish Red Cross Youth, the Italian Red Cross Youth and the French Red Cross Youth, as well as the IFRC Principles and Values Department (P&V).

The two main objectives of this workshop, in accordance with the recommendations of the RC/RC Mediterranean Conference, were to strengthen the knowledge and skills of Youth volunteers, in order to enhance their performance within their daily community work, and to improve partnership among RC/RC National Societies in the Mediterranean region.

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Those objectives are in line with the Solferino Youth Declaration, through which the Youth commit themselves to empower their skills and take a leading role in their communities, and of the United Nation International Year of Youth 2010-2011, which encourages youth participation and partnerships.

The Youth Leadership workshop was held in Ramallah, Palestine, from the 19th to the 26th of September 2010. It was attended by 22 participants representing 4 Mediterranean National Societies: France, Italy, Palestine and Spain.

The agenda included 5 workshops in English (Leadership skills, YABC, the Youth in the Movement, From Principles to Action, Planning and setting up an

awareness campaign). The methodology of work was comprised of mainly interactive and practical activities, with the addition of theoretical lessons. The team of facilitators consisted of RC/RC peer youth educators - coming from the Italian Red Cross, the French Red Cross, the IFRC P&V Department and the IFRC Bureau for Northern Africa, the IFRC Middle East and North Africa Zone and the Centre for the Cooperation in the Mediterranean.

1. CONTENTS AND OBJECTIVES

1.1 General context

As stressed by the XI Mediterranean Conference held in Croatia in 2010, as well as by the Solferino Declaration, Youth has a leading role for the present and the future of the region. Yet this role has to be fostered, supported and reinforced, empowering the young adults of the movement to be a leading example in the change towards positive and inclusive attitudes, able to have a real impact on their communities and surroundings.

As part of the movement, youths commit themselves to – among others - inner change and the development of those skills necessary to promote harmony and positive attitudes within communities; live the seven Fundamental Principles as agents of behavioural change in their communities; live in the respect of international humanitarian law, by acting and standing up to reduce suffering in armed conflict, and actively disseminating information about the rules of armed conflict, even in times of peace.

New challenges arise every day across the region and youth has to be prepared to face them, developing and improving their volunteering and management skills. Seminars and encounters to develop and reinforce the role of young adults as leaders therefore seem necessary in a context of constant change.

Within the Mediterranean region, Youth represent a great share of the total amount of RC/RC volunteers, standing as the driving force of the Movement. They are not only the future of the movement but also the present as they are

a dynamic force who can carry out humanitarian initiatives both at national and local level, thus affecting the change of attitudes inside and outside their national Societies. The role of youth as a fundamental actor in the implementation of the Movement's Principles and Values is to be stressed. Youth's ability to adapt to new social and cultural contexts allows them to be a valuable connection between different cultures and traditions, thus encouraging the progressive development of the RC/RC humanitarian action and fostering Intercultural dialogue, as well as respect for diversity, that constantly need to be promoted across the Mediterranean.

Taken in account all those considerations, the Palestine Red Crescent Society and the Centre for the Cooperation in the Mediterranean decide to set up and organize a Seminar for Youth Coordinators at international level in the region, with the aim of strengthening skills on leadership at promoting sharing of experiences and intercultural dialogue. By enhancing the skills of the youth in the areas of leadership, voluntary service, management, and communication, during the seminar the participants would be able to use their creative ideas and collaboration to better contribute to the development of current youth structures and policies held by the RC/RC in this region.

1.2 Objectives

The seminar was conceived according to two main objectives:

To enhance the knowledge of current Youth leaders on different skills, principles and values in order to improve their performance.

Throughout this objective the workshop aimed:

- at encouraging youth leaders to use the 7 Fundamental Principles of Red Cross Red Crescent as a tool for their action plan, promoting the respect for diversity and the reduction of any kind of discrimination;
- at improving their creativity and cooperate in order to better develop the Youth structures and policies;
- at better understanding the roots of conflicts in order to find fair solutions and avoiding any kind of prejudices, stereotypes or gender discrimination which always lead to conflicts;
- at analysing the humanitarian needs of their territory in order to truly follow the RC/RC mission and empower their communities;

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To promote partnership among Youth leaders in the Mediterranean region.

A floor for discussion is aimed to be set up in order to encourage the participants to exchange information and good practices about activities and programs that they participated in or worked on. This will encourage the Youth

to exchange ideas and practices which will help to better develop future programming or activities.

Throughout this objective the workshop aimed at creating a platform for discussion and consultation by analysing the different needs of the participants' countries and finding the chances of partnership and network in order to build a strong and shared RC/RC Mediterranean Youth strategy responding to the need of the community.

1.3 Workshops and methodology

The workshop aimed at providing a platform for discussion, consultation, policy development and exchange of best practices, based on theoretical inputs around several topics: International Humanitarian Law, Leadership, management, communication, team work, conflict resolution, community work, principles and values, policy and procedures.

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With regards to the methodology of work, the workshop was comprised of mainly interactive and practical activities (role plays, exercises, real-life situation, discussion, sharing personal experiences about the different countries and also about the RC/RC Youth structures and volunteers management), with the addition of some theoretical lessons. The groups' philosophy was based on open-mindedness, flexibility and mutual respect.

The CCM Youth Officer agreed with the facilitators on the objectives of every workshop in order to develop the program of the Seminar.

Participants could profit from practical evaluation activities that allowed them to use the knowledge acquired during the workshop, in order to measure the achievement of the seminar's objectives. They could also receive new useful skills to be used to enhance their current work in their National Society.

Hereafter the specific information for each of the workshops is provided.

1.3.1 Leadership skills

The 13 hours workshop on leadership skills was carried out by the Italian Red Cross facilitator, Mr. Flavio Ronzi. This workshop aimed at improving participants' capacities to play a leading role in their National Society, promoting a positive change in attitudes and behaviours.

The methodology of this workshop was based on the principles of freedom and non-judgement: everyone was free to not participate to the activities, if he/she didn't feel comfortable, and no one had to judge the others' thoughts and attitudes.

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Every activity played was aimed at helping participants to think on their own leadership skills. At the end of every activity a debriefing was carried out in order to support participants in making the link between their experiences and their feelings, thus understanding the objective of the workshop.

The key topics undertaking during the workshop were:

- decision making mechanism
- trust building
- team work

- cooperation
- participation
- problem solving

The activities played were the following:

- “No judgement”: describing a person of the group only according to what is visible.
- “Melt down and start to discover mechanisms”: walking in the room, moving in the room, space exploration, listening to the body, walking fast, walking slowly, walking in a delimited area, walking in an open area, walking in an area delimited by someone else, starting and stopping game, both with control outside and inside the group; following the leader (everyone is suggesting a way to walk: the team follows);
- “Who we are”:
 - participants designed a silhouette of their hands, writing inside their age, their occupation, their talents and their expectations from the workshop;
 - RC/RC principles / our values: 7 participants represented the 7 Fundamental RC/RC principles while the others wrote down the value they thought important in their life. They had to match their values with the 7 principles
 - the auction of values: participants, divided in four groups, played an auction offering something they care for to buy the following values: love, faithful, richness, honesty, friendship, sincerity, power, family
- Decision making mechanism: participants, divided into four group, decided the rules for a new country. Each country sent an ambassador to the others to share and discuss the rules.

- “Discovering the others”: dancing back to back, dancing face to face;
- Trust building:
 - keep the other’s hands: participants, divided into pairs, eyes closed, take care of each other’s hands;
 - guiding a blind man: participants, divided into pairs, guided their blind partners;
- How and where we perceive ourselves: participants chose, among some persons drawn on a tree, who better represented themselves according to their present moment in life;
- Comparative advantage of being a group: history of the geese's flight during migrations;
- Cooperative and competitive behaviour: a group of participants, playing tourists, had to cross a river where some crocodiles, played by the other group of participants, were living. They had to use some turtles, putting their feet on their back, to avoid being eaten by the crocodiles. There weren't enough turtles for each tourist so that participants had to cooperate or compete to achieve the result.
- Problem solving:
 - keep away our bad feelings: the story of the duck
 - problem solving techniques: definition of the problem, collecting alternative solutions, assessing alternative solutions, decision making
 - case study: the participants, divided into four groups, solved one problem using the problem solving technique
 - using creativity: participants, divided into four group, solved two problems in 5 minutes

- Participation: participants, divided into four different groups (from the first composed by one person to the last composed by ten people), built a symbol of participation; the facilitator destroyed one of their works leading the participants feeling the frustration of the loss of the achievement of participation;
- Leading:
 - “hypnosis” exercises: the participants followed the movement of the leader (in a couple, in a group of three and all together).
 - Leader's silhouette: the facilitator gave to each group of participants a part of the leader's body (the head to the first group, the arms to the second, the legs to the third and the body to the last). They had to write the characteristics related to each part of the leaders silhouette.

Outputs of the workshop

At the end of the workshop participants understood how leadership is based on relationship through communication, trust and cooperation.

They thought about the different values they had in their life and how to match those values with the 7 RC/RC Principles, which are the common-ground. They experienced how the rules are based on values and how different values mean different priorities.

They practised compromise, consensus, majority and minority through the mechanism of decision making. They experienced the cooperative and competitive approaches, analysing their different characteristics and they reflected on how to cooperate in a competitive environment.

They learned how to use creativity to solve problems, to listen to their own and to others' feelings, to work and think as a team and trust in the group. They experienced the added value of participation and the importance of the commitment of the group.

They learnt that a good leadership is based over a balance between the leader and the followers. This balance is based on trust and relationship: a good leadership has to be a shared one based on shared decision making and on delegation.

At the end of the workshop, participants could trust in one another: everyone was able to lead and follow the other, respecting his/her own and the other's limits and weaknesses; everyone was able to give his contribution to the team, playing his own role and sharing his feelings and thoughts.

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1.3.2 Youth as Agents of Behavioural Change

The 12 hours workshop was facilitated by Ms. Charlotte Tocchio, Desk from the Principles and Values Department of the IFRC in Geneva, and Ms Soufia Galand, responsible of the YABC programme for the North Africa IFRC Office.

The YABC programme aims at building the capacity of youth worldwide to take up leadership and an educational role in society, through the improvement of important behavioural skills such as empathy, non violent problem solving and consensus building.

The first activity of the workshop was dedicated to group dynamics based on two different models of society, one based on human relationships (the Yellow Land) vs. another based on material profit (the Blue Land).

Observers of both groups had to study the social code of the other and refer it to their society in order to facilitate interaction amongst the two. The feedback of the participants was relevant in assessing common issues related to integration, such as active listening, mutual understanding, tolerance, observation, open-mindedness, participation, trust, comprehension, friendliness, dropping bias.

In the second activity, pretending that a natural catastrophe would take land away and force both societies to live together in order to survive, a commitment had to be reached. As a result the groups agreed on a common chart of rights and duties. The participants had the chance to reflect on cultural identity issues and on the mechanisms of participation and commitment.

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With the third activity participants could experience the lack of communication and trust. They were divided into three groups: the first playing the mothers, the second the fathers and the third the sons. The sons had to ask some important questions to their parents, having no answer from them. Participants could feel the frustration, the anger and the violence originated by the unproductive communication and they could experience a new way to communicate based on mutual understanding, active listening and non violence.

The fourth activity gave the possibility to the participants to implement the commitment and the mediator technique. They were divided into three groups, one of them playing the mediators, and had to solve a conflict between two

different parties reflecting on their real motivations and not only on their needs. Participants could experience the mediator techniques leading to a solution.

The last activities gave the chance to the participants to think on how to use problem solving skills. Divided into five groups, they wrote down a poem on: being compassionate and understanding, being open-minded and non-judgemental, compromising, reconciliation and forgiving, as well as on non-violent communication. These activities led the participants to thinking on the skills they need to solve conflicts: empathy, dropping bias, active listening, self criticism, humanity, patience, love and mutual understanding.

Complementarily and within the YABC dynamics, to start the day with renovated energies and get participants in the right state of mind, Chi-Qung sessions of 30 minutes were offered each day at 7.45 am. The sessions were aimed at taking and dedicating time to oneself, harmonizing and balancing inner energies.

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Outputs of the workshop

Through the experiences participants learnt how inner change is the first step towards a more inclusive society, how self criticism is essential to get closer to what we want to achieve, how important embodying the 7 Principles and underpinning humanitarian values is. Dropping bias can be fostered by acting according to how we feel, primarily as individuals. We cannot expect to live in an inclusive society if we act as to what we are told without reasoning on what we regard to be the correct way to act when dealing with people coming from a different background, with a different social code. Commitment proves to be the only possible way to assure survival in a diverse society.

1.3.3 The Youth in the Movement

The agenda of the Youth Leadership workshop included the workshop on Youth and Volunteering, Strategy 2020 and Youth in the Movement which was carried out by Ms. Violaine Des Rosiers, the Organisational Development Coordinator of the IFRC Mena Zone.

As the RC/RC is the biggest world organisation based on volunteerism, the Movement has the responsibility to promote volunteering as a value and to advocate for a law to discipline it at national level.

Besides, the RC/RC Movement needs strong National Societies and the youth is the fuel of a National Society.

The workshop included theoretical sessions and group works on the IFRC documents. It encouraged participants to share information on their youth programs at national level.

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The facilitator introduced the Solferino Youth Declaration, explaining the importance of this document through which the youth has become more aware of his responsibilities in serving the most vulnerable in the community. The participants could explore the declaration and the four areas in which the youth is involved: climate change, health, social inclusion and youth leadership empowerment.

The participants could analyse the current IFRC youth policy (from 1991 and reconfirmed in 1999) through a group work and then the facilitator explained how the IFRC is going to renovate it in accordance to the new needs.

The facilitator described the role of the IFRC Youth Commission, which is the governing body of the IFRC, responsible for advising on matters that relate to young people and development of National Societies' youth sections; and of the IFRC Secretariat, that consists of a main office in Geneva and field delegations around the world.

The participants could also approach IFRC Strategy 2020. Participants, divided by National Societies, worked on how their youth programs apply the aims of the Strategy 2020.

At last the facilitator showed a documentary about the volunteer management cycle run by the IFRC Asia-Pacific Zone and presented two tools: the IFRC guidelines about climate change and the guidelines addressed to National Societies on how to organize activities to celebrate the international year of youth.

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Outputs of the workshop

Participants could discuss about youth policies from a Movement's perspective, they were informed about the IFRC Secretariat role in promoting best practices and policies in line with Strategy 2020, they were able to explore what youth development is, which youth programs can be carried out and which tools can be available. Moreover, participants could discuss about challenges and opportunities related to youth in the RC/RC National Societies.

At the same time, participants could think about the crucial role that a National Society has in supporting youth, in involving it in the decision making and in training its leaders in order to become stronger.

Participants could also understand the important role played by those National Societies who have an active and committed youth, to advocate among other National Societies in order to make them support youth.

1.3.4 From Principles to Action

The workshop was facilitated by a team of French Red Cross facilitators: Ms. Caroline Soubie (Head of Youth), Ms. Julie Trouvé and Ms. Marie-Esther Rouffet volunteers of the French Red Cross Youth.

The promotion of the Red Cross/Red Crescent Movement's Fundamental Principles and Humanitarian Values lies at the heart of the International Federation's mandate to alleviate human suffering and serve vulnerable people. In a globalize world, plagued by prejudice and violence, the RC/RC International Movement must champion values and foster a society based on the respect for human dignity, tolerance and social inclusion of all its citizens, whatever their origin, sex, wealth or status. In this context, the Leadership Seminar agenda included a workshop on Principles and Values whose objectives were enhancing understanding and sharing of best practices in the area of Fundamental Principles and Humanitarian Values and training, capacity building and putting principles in action in order to be the "living examples" in the achievement of a more inclusive society.

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The workshop included role plays and working groups in order to encourage the participants' consideration on Principles and Values and the understanding of the importance of the International Humanitarian Law.

At first the facilitators showed the video "Story of an idea", which portrays the story of the birth of the Red Cross and Red Crescent Movement and its history to date.

They introduced the 7 Fundamental Principles by a game in which participants, divided into four groups, had to play a short story in which some of the Principles was involved. They had to discuss on how to apply the 7 Principles in some particular situations.

Then the facilitators divided the participants in seven groups and gave each group a principle: they had to build a symbolic thing representing that principle and produce a slogan to promote it.

The four groups were asked to write down an action plan: they could share their National Societies' experiences in disseminating and promoting Principles and Values.

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The participants were encouraged to find the link between Principles and Values and International Humanitarian Law and they could experience it by playing the Raid Cross, the role play aiming at raising awareness on International Humanitarian Law.

Outputs of the workshop

Participants understood the necessity of spreading and disseminating principles and values through new tools within their National Societies and in their communities in order to prevent and avoid conflicts and in order to achieve a more inclusive society.

They explored the need to embody the 7 Fundamental Principles not only during the RC/RC service but also in their daily life, in order to be a living example for their community. They recognized the importance of feeling the Principle as a part of themselves, to disseminate them in their RC/RC team and at last to promote them in the community.

Participants could experience the role of the International Humanitarian Law during a conflict and were able to discuss, sharing their experiences and points of view, about the importance of increasing the understanding of humanitarian issues involved in conflict situations.

1.3.5 Planning and setting up an awareness campaign

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On the 26th September, as the closing activity of the seminar, participants were introduced to the workshop on how to plan and set up an awareness campaign, led by CCM Youth Desk, Ms. Roberta Fusacchia, and Desk Officer, Ms. Ariana Potrafki.

The objective of the workshop was to provide and/or improve participants' skills regarding all stages in the setting up and carrying out of an awareness campaign, appealing to youth's creativity and high communication skills. The methodology used was a dynamic one, based on working groups and presentations.

Taking into account all the skills learned through the activities of the previous workshops such as the ones related to leadership, principles and values, IHL

and YABC, the representatives of the four National Societies were divided into five mixed groups according to 5 main topics to deal: climate change and environmental education; road safety; public health; mine risk reduction; respect for diversity and social inclusion.

As a starting point, the groups were asked few questions: what is an awareness campaign; why should the RC/RC Movement implement awareness campaigns and why should RC/RC Youth implement them.

After sharing with the rest of the class their answers, the groups were given some instruction on how to actually start setting up an awareness campaign: according to basic Terms of Reference participants had to think of a given context, a target, a general objective, a specific objective and a methodology.

All participants seemed to be very committed with their work and produced some very effective examples of awareness campaigns, relying both on daily-life circumstances and on more global issues.

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As a last activity they had to think about the visibility related to the campaign and produce a logo, a poster, some leaflets and present a 'one day activity' related to the launching/presentation of the campaign.

Outputs of the workshop

This activity proved to be double folded, as it provided the ground for working together on the skills to be reinforced about the setting up of a RC/RC Youth awareness campaign, while, on the one hand, it approached European participants to the Palestinian reality (as regards, for instance, the mine risk reduction campaign).

In the sharing of the work produced, participants concluded that the role of youth in the setting up of an awareness campaign is fundamental, as per their capacity of getting their message through to other young adults, being generally more creative. Such creativity can render the awareness campaign more convincing thus getting the message through in a more efficient way. Moreover, knowing first hand the target group and the communication codes to be used, as well as the constantly evolving communication tools, RC/RC Youth can make the most of these resources to have a positive impact on their peers..

2. ORGANIZATION AND LOGISTICS

2.1 General overview

The Youth Leadership Workshop was held in Ramallah, Palestine, from the 19th to the 26st of September 2010, hosted by the Palestine Red Crescent Society. It was co-organized by the CCM together with the Palestinian Red Crescent, starting the preparation works at the early 2010.

In July 2010, an electronic message to the French, Italian and Spanish National Societies was sent, enclosing the following documents: an invitation letter (see annex 1), terms of reference (see annex 2), draft program and application form (see annexes 3 and 4).

During the previous weeks a practical information sheet (see annex 5) was sent to participants and facilitators, together with the list of participants (see annex 6), in order to inform participants on the main organisational aspects and the general agenda and to allow them to reach the seminar with a basic knowledge of the objectives and contents of the workshops.

On Sunday 19th of September, the opening ceremony was chaired by the President of the Palestine Red Crescent Society, Dr. Younis Al Khatib, who welcomed all participants. The ceremony was conducted by Ms Erab Fuqaha (Head of Public Relation). The Head of the PRCS Youth and Volunteers Department, Mr. Khader Abu Sbaih; the IFRC Representative in Palestine, Mr. Giorgio Ferrario, and the Director of the CCM, Ms. Amelia Marzal addressed their welcoming to the participants and gave their wishes for a successful seminar.

The closing ceremony, on Saturday evening 25th, was lead by both, Ms. Erab Fuqaha and Mr. Khader Abu Sbaih from the Palestinian Red Crescent Society, together with the Youth Officer of the CCM, Ms Roberta Fusacchia. The PRCS said goodbye to all participants and facilitators while Ms Roberta Fusacchia handed out, respectively the certificates of attendance and training (see annex 9).

Some side evening activities were also proposed and organized:

- On the 21st a "Cultural Flee Market" was organised: participants had the opportunity to exchange materials from their National Societies and enjoy food and home-made from other countries.
- On the 24th, participants could experience the Raid Cross, a role play by the French Red Cross, based on the application of the International Humanitarian Law.

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2.2 Participants

The Workshop was attended by 22 participants, representing 4 National Societies (France, Italy, Palestine and Spain) and 7 international facilitators. The profile of participants required was:

- Youth volunteers between 18 and 30 of age;
- Able to communicate in English in order to actively participate in working groups, role-plays, etc.
- Youth volunteers that:
 1. play an active role in their National Society;
 2. are involved in youth programmes ;

3. are able to work in a team with other participants and take an active part in discussions.

2.3 Facilities and equipment

The Youth Leadership Workshop took place in Ramallah (Palestine) at the Palestine Red Crescent Guest House.

The working class-room was situated on the first floor, the dining room at the fifth floor while the bedrooms (double room with private bath) were distributed on the eighth and ninth floors.

The Palestine Red Crescent provided the workshop with all the materials required by the facilitators. Pens and block-notes were distributed to participants at the beginning of the workshop, together with a folder containing the program, the workshops' frameworks of contents, pins and brochures from CCM. Wi-Fi internet connection was available in the Guest House.

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The venue provided participants with 3 main meals per day and coffee breaks, as well as a lunch in a restaurant during the excursion.

2.4 Logistics and staff

The transfer from the airport of Tel Aviv to Jerusalem (to the ICRC Headquarter) and from Jerusalem to the airport was ensured by a taxi service selected by the ICRC. The transfer from Jerusalem to Ramallah and from Ramallah to Jerusalem was guaranteed by the ICRC.

The CCM staff, facilitators and participants arrived on Sunday 19th of September and departed between the 26th and the 27th of September, depending on the flights schedules.

The event was managed by Ms. Erab Fuqaha (PRCS - Head of Public Relation). and the Palestine Red Crescent staff. Ms. Roberta Fusacchia (CCM Youth Officer) was in charge of the overall coordination of the seminar, with the support of the CCM team (staff and volunteers).

2.5 Excursion

On the 23rd September, due to the security measures recommended by the ICRC, participants were not able to visit Hebron as scheduled but enjoyed the opportunity to visit the city of Bethlehem, the second stop foreseen by the program.

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Upon departure all representatives of the National Societies were told the reason why a longer route had to be taken in order to reach Bethlehem: many Palestinian participants did not have the necessary permit to cross Jerusalem, something that seemed to be a drawback but actually allowed participants to better understand the humanitarian situation, driving through the surroundings of both refugee camps and settlements.

After 1h:30 min trip, participants were welcomed at the PRCS of Bethlehem by the local staff and by the Public Relations Director of the Hebron Rehabilitation Committee who delivered a presentation on the city of Hebron in order for

participants to have an idea on the social, political and architectural setting of the city, all interconnected by the common thread of the humanitarian situation.

After the Hebron presentation, participants were taken to the Church of the Nativity in Bethlehem and were offered a guided tour through its premises, compiling both biblical and historical data, the latter also referring to contemporary history.

As a third visit, participants were joined by two clowns of the PRCS Child department of the Bethlehem oncology hospital, the only one in West Bank. With the aim of sharing a few happy moments with the children, the clowns performed tricks and gave children funny shaped balloons while participants handed out toys and teddy bears. Following the hospital visit, the group was taken to a restaurant in the outskirts of the city from which participants could enjoy some impressive views.

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On the way back, participants were received by the Bethlehem PRCS Director in the city's headquarters. Following a demonstration on the activities and programmes carried out by the local branch, the director thanked all participants and gave them a hand made nativity scene sculpted in olive wood.

Before returning to the PRCS Headquarters in Ramallah, participants were given few minutes of free time in order to buy souvenirs in the city. The day excursion ended at 8:00 pm.

2.6 Visibility

As mentioned above, all information concerning the workshop was shared with the Palestine Red Crescent, the French Red Cross, the Italian Red Cross, the Palestine Red Crescent and the Spanish Red Cross.

Visibility materials were delivered to participants, such as pins and leaflets of the CCM. The Palestine Red Crescent gave participants t-shirts, cups and mugs.

Promotional posters were created and hung in the camp rooms used for meetings and workshops (see annex 7).

A DVD was delivered to participants at the end of the camp, containing all key documents related to the workshop and organisation, apart from a range of the most significant pictures.

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All pieces of information concerning the Youth Leadership Workshop and its follow-up will be published on the CCM Newsletter, as well as on CCM website (www.cruzroja.es/ccm).

The outcomes of this report will be distributed to all participants, to all the Youth Section in the Mediterranean and other components of the RC/RC Movement, as well as to the members of the Steering Committee of the Mediterranean Conference and the members of the Governing Board of the CCM. They will also be available on the CCM website.

3. EVALUATION

3.1 Evaluation from the CCM

The evaluation from the CCM is largely positive. The majority of participants showed interest and a high level of commitment in all workshops and activities, adapting with enthusiasm and flexibility to the local culture and customs.

The excellent collaboration with the Palestine Red Crescent National Society ensured the achievement of the objectives. Coupled with the constant communication between all parties involved, it ensured a very positive outcome of the seminar. The staff and volunteers were helpful and provided assistance as well as some technical equipment, such as computers, projectors, a screen and stationary.

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The methodology focused on peer-to-peer education and active participation was greatly accepted and enjoyed by participants who showed enthusiasm and involvement. Nevertheless, such a methodology requires a high level of interaction and both verbal and non-verbal communication. Therefore, it is very important for participants to have a good level of the working language to follow the workshops and take an active role in the activities, like shown the case in this seminar.

This youth exchange gave the CCM the possibility to implement and ensure the follow up of several recommendations planned during the last Mediterranean Conference held in Croatia, such as recognizing the importance of the role of

youth in the future of the Mediterranean, the involvement of young people and the consolidation of their role as the main actors in the changing of attitudes.

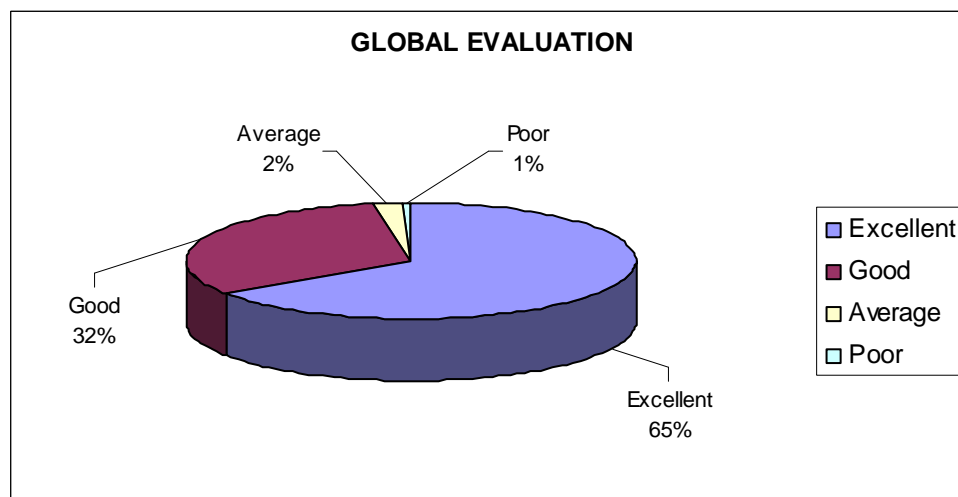
Once again, the CCM would like to thank all staff and facilitators: the Palestine Red Crescent, the Italian Red Cross, the French Red Cross, the IFRC P&V Department, the IFRC MENA Zone and the IFRC North Africa Office.

3.2 Evaluation from participants

In order to have participants' feedback on the workshops and the activities carried out, a questionnaire was handed out on the last day (see annex 8).

As per the chart below, the results of the questionnaire confirmed 97% of participants' global satisfaction to be excellent or very good, reflecting the fulfilment of their expectations.

29



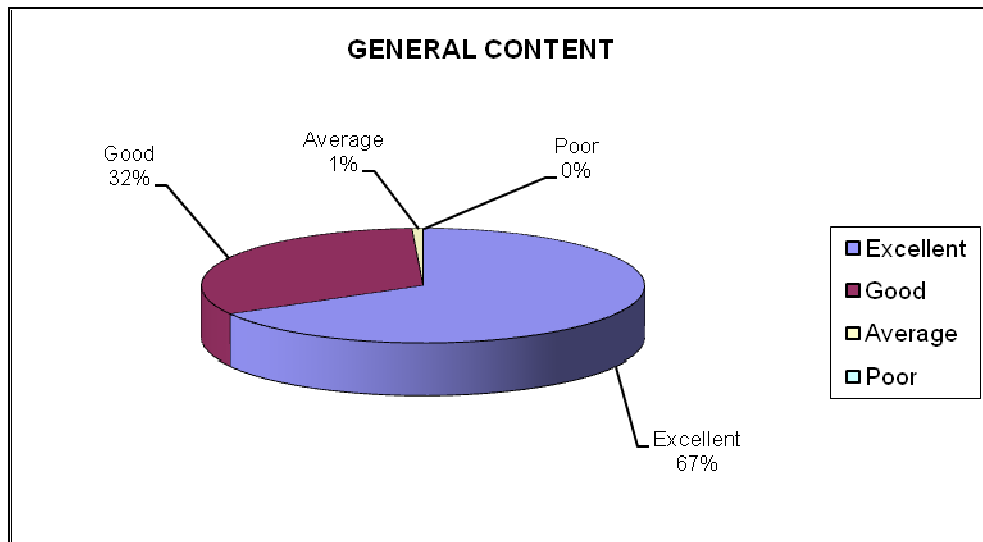
3.2.1 Contents

As far as the contents of the Workshop are concerned, as shown by the chart below, we can see how participants considered them to be excellent or good in rate of 99%.

Participants were asked:

- if the workshop had met their expectations
- how they would rate the content
- how they would rate the methodology
- how useful had the workshop been for their work
- about the dynamism of the group
- if they would recommend it

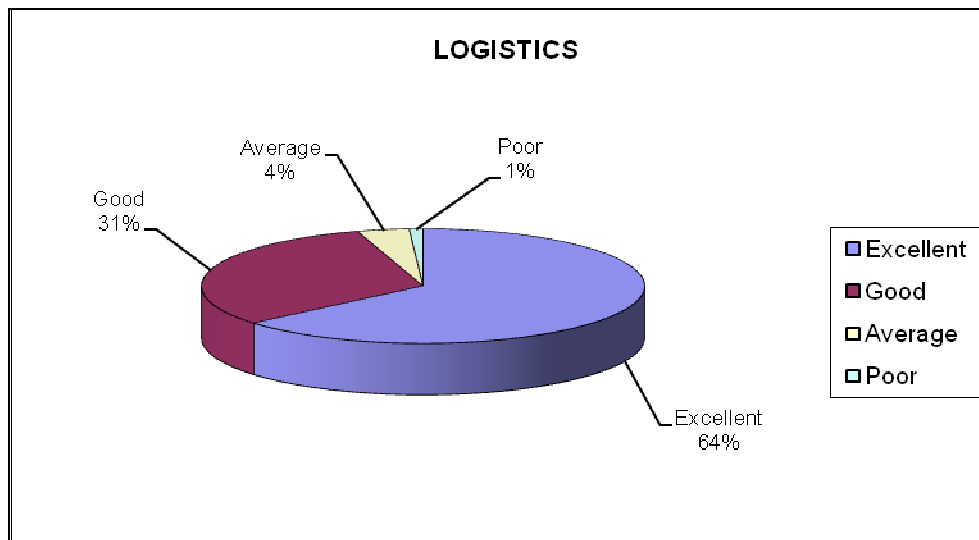
30



3.2.2 Organization and logistic

With regards to the organization and the logistics of the seminar, the percentage of participants who considered it excellent or good was 95%.

The information received prior to the camp was considered adequate and the large majority of participants appreciated the services and quality of accommodations and meals. The leisure activities organized were also highly appreciated and so were the facilities provided, such as the working rooms and all related materials. The chart below shows the general evaluation of the logistics:



4. FOLLOW UP

We hope that this seminar on leadership for youth coordinator had an impact on the participants by boosting their knowledge and inspiring new ideas. Its success depends on the rate of replication of the best practices exchanged and experiences shared on the visible strengthening of the youth structures in the Mediterranean National Societies.

Youth have the potential to be -and are already acting as- leaders in their National Societies and agents of behavioural change within their communities.

The CCM will ensure support measures at its disposal in order to allow the follow-up on the discussed topics.

32

This final report of the seminar will be spread among RC/RC and other partners, then during the next Governing Board of the CCM and finally during the next edition of the annual Youth camp ATLANTIS VII (Tunisia, July 2011).

In six months time the CCM will send a further questionnaire to participating National Societies to learn about how participants' involvement in youth programs was further inspired after attending the seminar on leadership. All the information collected will help the organization to improve the next activities on this issue.

Moreover the CCM is currently working on a web-based Collection of Best Practices that will gather all relevant material and presentations in order to give National Societies the possibility of comparing and learning from each other's

experiences. This new tool will provide a follow up and an exchange of know-how aiming at improving cooperation schemes within the Mediterranean region. In this regards, the participants will be asked to include the youth programmes that were presented during the seminar and their related best practices.

Centre for the Cooperation in the Mediterranean
Barcelona, January 2011

ANNEX I

Invitation letter

INVITATION TO SEMINAR

“Leadership for Youth Coordinators”

Palestine (Ramallah) from 19th to the 26th September, 2010

4th August 2010

Dear friends and colleagues,

This upcoming September 2010, for 7 days, the Centre for the Cooperation in the Mediterranean together with the Palestine Red Crescent Society will organize a Workshop on Leadership for Youth Coordinators. The workshop will take place in Ramallah, Palestine from 19th to 26th September, 2010.

The seminar will be attended by 22 youth leaders: 10 coming from the Palestine RC and about 12 more participants from other partner NS including the Spanish RC, Italian RC, Jordan RC and the French RC. We will be grateful if you send to us the applications of 3 participants, preferably chosen among those who are already concerned with youth leadership and preferably **aged between 18 and 30** and with a gender balance approach. The working language will be English.

The Centre for the Cooperation in the Mediterranean will cover accommodation and meals for all participants. **For any other support, please contact previously the Centre for the Cooperation in the Mediterranean.**

Please find attached the application form. We will be grateful if you could select the participants of your National Society before August 20th. If you desire more information please contact Ms. Roberta Fusacchia, Youth Desk Officer (Centre for the Cooperation in the Mediterranean), telephone: +34.93.302.15.85, fax: +34.93.302.20.75, e-mail: rfusacchia@cruzroja.es. If participants need a visa to enter Palestine, please indicate this in the application form and send a scanned copy of the passport of the concerned person.

Best regards,



Mr. Younis Al-Khatib
President
Palestine Red Crescent Society



Ms. Marta Corachán
Vice-President
Centre for the Cooperation in the Mediterranean

ANNEX II

Terms of reference



**Centre for the Cooperation
in the Mediterranean**



SEMINAR ON LEADERSHIP FOR YOUTH COORDINATORS

PALESTINE RED CRESCENT

20-27 September 2010

Summary:

This upcoming September 2010, for 7 days, the Centre of Cooperation in the Mediterranean together with the Palestine Red Crescent Society will organize a Youth Leadership Workshop in partnership. The workshop will include the participation of Mediterranean Societies, such as the Spanish Red Cross, the Italian Red Cross, the Jordan Red Crescent and the French Red Cross.

The two main objectives of this workshop will be to strengthen the knowledge and skills of Youth volunteers in order to enhance their performance within their daily community work, and, to improve partnership among RC/RC National Societies in the Mediterranean region. To accomplish this, several themes will be addressed including: IHL, leadership, management, communication, team work, conflict resolution, community work, principles and values, policy and procedures.

22 youth leaders from these five NNSS will attend this workshop, which will strengthen their ability to work in groups and teach them how to motivate other volunteers within their community. Furthermore, through the multicultural approach that the seminar will take, the 22 youth leaders will enhance their cultural understanding, tolerance, and communication skills, all resulting in becoming better leaders to improve their communities.

The main contents of the proposal would be:

Objectives

To enhance the knowledge of current Youth leaders on different skills, principles, and values that can improve their performance

By the Red Cross and Red Crescent Movement using the 7 Fundamental Principles of Red Cross and Red Crescent (Humanity, Neutrality, Impartiality, Voluntary Service, Universality, Unity and Independence) as a tool for their action plan involving respect of diversity and reduction of all kinds of discrimination; the following will occur:

Communication tools will be used to emphasize the spirit of team work and to allow the achievement of the results during working meetings or public meetings.



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The Youth leaders will also be exposed to conflict resolutions techniques that will allow them to better understand the roots of conflict and how to avoid prejudices, stereotypes, or gender discrimination which all can lead to conflict.

Since Youth leaders need to be able to analyze the needs of their territory in order to truly follow the mission of the RC/RC and improve their communities, the skills which the youth will learn at this seminar will enhance their leadership, voluntary service, and management skills.

By enhancing the skills of the youth in the areas of leadership, voluntary service, management, and communication, during the seminar the participants will be able to use their creative ideas and collaboration to help better develop the current youth structures and policies held by the RC/RC in this region.

To promote partnership among Youth leaders in the Mediterranean region

The organization of the workshop will create a floor of discussion where the participants can exchange information and good practices about activities and programs that they have participated in or worked on. This discussion and open floor will create a dialogue for exchange of ideas and practices which will help to better develop future programming or activities.

Throughout this objective a platform for discussion and consultation will be provided by analyzing the different needs of the participant countries and finding the chances of partnership and network in order to create a strong and common RC/RC Mediterranean Youth strategy responding to the needs of the civil society. This experience can be a model for other National Societies in the region.

Partnership:

The workshop will be organized by the Centre for Cooperation in the Mediterranean (CCM) in partnership with the Palestine Red Crescent as the host National Society and the co-organizer. This seminar will also include the participation of other National Societies from the Mediterranean (southern Europe region), such as France, Italy, Jordan and Spain.

Format:

The workshop will provide a platform for discussion, consultation, policy development and exchange of good practice, based on theoretical inputs, around the chosen themes.



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Methodology:

The workshop will be based on an interactive approach. The methodology, thanks to a long experience of facilitators on international Youth training and using the peer education approach, will be geared to interaction and active participation (role plays, exercises, real-life situations, discussions, sharing personal experiences about their countries and also about their Red Cross/Red Crescent Youth structures and volunteers management). The group's philosophy will be open-mindedness.

At the same time, participants will profit from a practical evaluation activities that will allow them to use the knowledge acquired during the 7 days of the seminar to measure the level of achievement of the objectives.

The RC/RC young volunteers come from different socio-economical levels and the impact on them guarantees not only an impact as volunteers but also a strong influence in the societies that they live in. In fact the young participants will receive new and useful skills that they will be able to take with them to enhance their current work with their National Society.

Visibility:

The project will give the highest visibility to the action among the rest of the National Societies in the Mediterranean and other components on the Red Cross and Red Crescent Movement. Results and conclusions, mainly related with good practices and common policies will be disseminated as well to the rest of National Societies in the region.

Duration:

1 week of September, including 1 day trip to visit relevant places and branches.

Participants:

22 youth coordinators, (10 from PRCS and 12 more from the partner NS).
The precise number will be set once the budget for the action is established

Location:

Ramallah, Palestine

Period:

20th to 27th September 2010

Language:

English

Barcelona, July 2010



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ANNEX III

Draft program

Seminar on Leadership

Program

	19th September	20th September	21st September	22nd September	23rd September	24th September	25th September	26th September
7:30 - 8:00		Qi-Gong	Qi-Gong	Qi-Gong	Qi-Gong	Qi-Gong	Qi-Gong	
8:00		Breakfast	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast
9:00 - 11:00	Arrival of Participants	Leadership role	Communication	Youth and Volunteering Policy	E x c u r s i o n	Problem Solving	Planning & Setting up an awareness campaign ¹	Final Evaluation - De Briefing
11:00 - 11:30		Break	Break	Break		Break	Break	Break
11:30 - 13:00		Leadership role	Communication	Strategy 2020		Team Building	Setting up an awareness campaign - Team Work	Closing Session
13:00		Lunch and Break	Lunch and Break	Lunch and Break		Lunch and Break	Lunch and Break	Departures
15:30 - 16:30		Leadership role	Problem Solving	The Youth in the Movement		Managing the change	Setting up an awareness campaign - Team Work	
16:30 - 17:00	Break	Break	Break	Break		Break	Break	
17:00 - 18:30	Security Briefing	YABC	YABC	YABC		From Principles to Action - IHL	Setting up an awareness campaign - Team Work	
18:30	Opening Ceremony - Welcome and Presentation	Break	Break	Break		Break	Break	
19:00 - 20:00		YABC	YABC	YABC		From Principles to Action - IHL	Conclusion	
20:00	Dinner	Dinner	Dinner	Dinner	Dinner	Dinner	Dinner	
21:30	Free time	Free time	Cultural flea market	Free Time	Free Time	Raid Cross	Free time	

(1) working groups: climate change and environmental education, road safety, public health, mine risk reduction and respect for diversity&social inclusion

ANNEX IV

Application form



**Centre for the Cooperation
in the Mediterranean**



APPLICATION FORM

SEMINAR:

**"Mediterranean Seminar in Palestine on leadership aimed at Red
Cross/Red Crescent Youth coordinators"**

– Palestine

19 – 26 September, 2010

APPLICATION FORM (PLEASE FILL IT IN CAPITAL LETTERS)		
NATIONAL SOCIETY:		
FULL NAME OF PARTICIPANT:		
DATE OF BIRTH :		
FEMALE	MALE	
CONTACT PHONE:	E-MAIL:	
ACTIVE IN RC/RC MOVEMENT SINCE:		
VOLUNTARY/MEMBER OR TECHNICAL PERSONAL: DEPARTMENT/BRANCH/PROGRAMS:		
CONTACT PERSON AT NATIONAL SOCIETY:		
FOOD NEEDS *:	VEGETARIAN:	YES NO
<small>* any intolerance or religious obligation</small>		
MEDICAL NEEDS (ASTHMATIC, ALLERGIES ,ETC,)		
IF YES PLEASE SPECIFY:		
VISA NEED *:	YES	NO
<small>*if you need VISA, please send us directly the scanned copy of the passport.</small>		
KNOWLEDGE OF LANGUAGES:		
THANK TO RETURN THIS APPLICATION FORM BEFORE: 20th August, 2010 (rfusacchia@cruzroja.es / fax: +34 933022075)		

ANNEX V

Practical Information sheet



**Centre for the Cooperation
in the Mediterranean**



PRACTICAL INFORMATION

SEMINAR ON LEADERSHIP FOR YOUTH COORDINATORS

**PALESTINE RED CRESCENT
Ramallah**

19-26 September 2010

Dear Participant,

The organization of the Seminar on Leadership – that is the Centre for the Cooperation in the Mediterranean together with the Palestine Red Crescent Society– is glad to share with you some practical information on the upcoming seminar on Leadership for Youth Coordinators.

1. Agenda and facilitators

The topics of the Seminar will focus on the strengthening of the role of youth volunteers and coordinators in their community work and improving partnership among the RC/RC National Societies in the Mediterranean area. The team of facilitators will be an international one, made of coordinators from Italy, France, Palestine, IFRC North of Africa Office and Principles and Values Department, and the CCM. Their experience and knowledge will contribute to the outcome of the seminar through a series of workshops meant to provide volunteers with useful tools in order to enhance and support participation within their own National Society.

The team of facilitators, according to each session, will feature:

Workshops on:

- Leadership role, Communication, Problem Solving, Team Building, Managing the change : Mr. Flavio Ronzi (Italian Red Cross) and Ms.



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Centre for the Cooperation in the Mediterranean



Roberta Fusacchia (Centre for the Cooperation in the Mediterranean)

- YABC: Ms. Charlotte Tocchio (IFRC Principles and Values Department); Ms. Soufia Galand (IFRC North Africa Office).
- RCRC Movement, From Principles to Action, IHL: Ms Caroline Soubie (French Red Cross).
- Youth and Volunteering Policy, Strategy 2020, The Youth in the Movement: Ms. Violaine Desrosiers - Mena Zone Office, regional OD
- Setting up an awareness campaign: Ms. Roberta Fusacchia and Ms. Ariana Potrafki, CCM, PRCS

As you can see from the draft programme enclosed, on the arrival day (19th September) you will be offered a Security Briefing by the ICRC (International Committee of Red Cross).

On most evenings you will be given free time. Yet, as leisure activities are also scheduled, we require your collaboration in making them as participative as possible. First of all an "Intercultural flea market" will be set up:

National Society delegates will be able to present their Youth activities and programmes. Each NS will have the opportunity to decorate a little space, therefore you are invited to bring all the materials you consider useful for this purpose (posters, flags, photos, leaflets, etc.). You can also bring (a small amount of) typical food and beverages from your country. For the environmental setting of the activity, it would be a good idea to bring a CD or Mp3 with music which is typical of your country that we can all enjoy listening during the event.

More activities are foreseen for the evening. The "Raid Cross" role play will be organized as to make participants aware, in a very dynamic way, of the challenges related to Humanitarian International Law.

Depending on the security situation, a field visit both to Hebron and Bethlehem is foreseen for the 23rd. Participants will visit the local branches and be exposed to the activities carried out by local teams.



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2. Participants

The number of participants is expected to be approximately 30. Participants will be youth coordinators and volunteers from the youth sections of their National Societies. Coming from a very heterogeneous background, the environment is expected to be very diverse and enriching, a fruitful ground to set the bases for further cooperation and leadership networking among the National Societies of the Mediterranean region.

3. Location/ Transfer

Once arrived participants will be welcomed in the ICRC Headquarters in **Jerusalem** where we will all be given a Security Briefing by the ICRC staff. We will then be taken to the PRCS in Ramallah, where the 7 days seminar on Leadership will be carried out.

IMPORTANT NOTICE:

As for the transport from the airport, the system that the ICRC has adopted is:

Once you arrive at the airport you have to look for a taxi driver that will be waiting for you, with a sign with your name. **DO NOT take any other taxi or any alternative means of transport!!** Should you have any problem upon your arrival, please contact:

Ms. Erab Fugaha
Head of Public Relations
Phone: 972 2 240 6515-6-7 ext. 2741
Mobile: 972 599 25 11 16

The taxi driver will know where to drop you off. You will have to pay the trip directly. In order for us to reimburse you the above mentioned expenses, we need you to ask the taxi driver for a proper receipt. The estimated amount to pay **from the airport** to Jerusalem is **53 USD corresponding to 200 NIS or 41 EUR**.



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Remember to regulate your watch to local time (1 hour ahead for EU countries).

4. Accommodation/ meals/ weather and leisure time:

Accommodation and meals will be at the PRCS Guest House in Ramallah and will be fully covered by the organization.

Participants will be accommodated in twin rooms with a private bathroom. Bed sheets and towels will be provided. Should you need any additional towel for personal use, please bring it with you.

Internet access will be available in the guest house. Yet, please note that there will be no computers available for general use and, if you are planning to bring your laptop with you, it might be checked by the airport security and the whole procedure might be time consuming.

As for the above mentioned excursion scheduled for the 23rd, the organization will give you more information about it.

5. Luggage

Don't forget to put in your bag:

- **Passport and flight ticket**
- **ID from CCM** (for international participants)
- Personal toiletries (soap, toothpaste, extra towel, etc...)
- **Personal medication** (if needed)
- T-shirt of your National Society
- Useful reports of activities (electronic version), presentation, videos and so on of your NS that you want share with the other participants during the seminar
- Gadgets of your NS
- Music and musical instruments of your country (if possible)



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- Money you need for personal use (purchase gadgets etc...). We suggest you bring euros or dollars, or to change money to local currency (NIS-Israeli New Shekel) once you arrive to Ramallah.

6. Contact

For more details or support, please contact Roberta Fusacchia (Youth Desk at the Centre for the Cooperation in the Mediterranean - CCM). The CCM staff will also be composed by Ariana Potrafki, Silvia Piscitelli and Steffan Galve. The four of us will be at your disposal for any question or concern you may have.

The Director of the CCM – Ms Amelia Marzal – will also be visiting the Seminar to share this experience with all of us.

Roberta Fusacchia
Mobile: +34. 647687925
Email: rfusacchia@cuzroja.es

Thanks for your support!

The Youth Desk



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ANNEX VI

List of participants



Centre for the Cooperation in the Mediterranean



Participants List - Seminar Leadership Palestine

n.	National Society	Name and Surname	Email
1	France	Julie Trouve	julie.trouve@croix-rouge.fr
2	France	Marie- Esther Rouffet	rouffetme@hotmail.com
3	Italy	Antonio Giuseppe Di Pietro	antonioigdipietro@gmail.com
4	Italy	Pietro Giulio Mariani	pietrogiulio.mariani@pionieriroma.it
5	Italy	Riccardo Bagattin	riccardo.bagattin@gmail.com
6	Spain	Iñigo González-Posada Elechiguerra	inigog@cruzroja.es
7	Spain	Diego Redondo del Rincón	diegoredondodelrincon@gmail.com
8	Palestine	Tareq Jumaa	staypls@yahoo.com
9	Palestine	Walaa Al Khatib	lolo1990lolo2010@hotmail.com
10	Palestine	Samah Dweik	
11	Palestine	Saleem Al Qamary	go15go@hotmail.com
12	Palestine	Niveen Al Sharawi	candles88@hotmail.com
13	Palestine	Haneen Al Shaikh	
14	Palestine	Rasha Bakeer	rasha.bakeer@hotmail.com
15	Palestine	Oday Al Tanib	
16	Palestine	Mohammad Abu Musbeih	mmosabeh@palestinercs.org
17	Palestine	Saleh Hammoudeh	
18	Palestine	Hiba Al Mansi	habooosh.m@gmail.com
19	Palestine	Ibrahim Faqeeh	

Facilitators and StaffList - Seminar Leadership Palestine			
n.	National Society	Name and Surname	Email
20	CCM	Roberta Fusacchia	rfusacchia@cuzroja.es
21	CCM	Ariana Potrafki	apotrafki@cuzroja.es
22	CCM	Silvia Piscitelli	spiscitelli@cuzoroja.es
23	CCM	Stefan Galve	sgalve@xtec.cat
24	CCM	Amelia Marzal	amarzal@cuzroja.es
25	IFRC - P&V Dep.	Charlotte Tocchio	charlotte.tocchio@ifrc.org
26	IFRC Mena Zone	Violaine Desrosiers	Violaine.DESROSIERS@ifrc.org
27	IFRC - North Africa Office	Soufia Galand	soufiag@hotmail.com
28	CRI - IFRC - Europa Zone	Flavio Ronzi	flavio.ronzi@cri.it
29	France	Caroline Soubie	Caroline.Soubie@croix-rouge.fr
30	Palestine	Erab Fuqaha	erab@palestineres.org



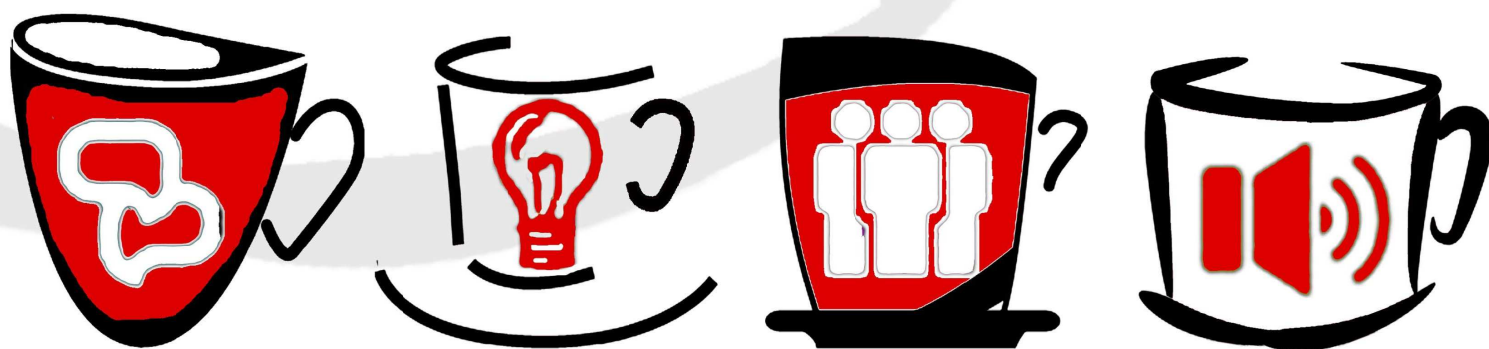
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ANNEX VII

Poster

SEMINAR ON LEADERSHIP FOR YOUTH COORDINATORS



Ramallah, Palestine
from 19th to 26th September 2010

ANNEX VIII

Evaluation questionnaire



Centre for the Cooperation
in the Mediterranean

EVALUATION SHEET



“SEMINAR ON LEADERSHIP FOR YOUTH COORDINATORS”

Palestine, Ramallah from 19th to the 26th September, 2010

Please help us to evaluate the workshop, by pointing a circle at the most suitable answer by following:

poor (1), average (2), good (3), very good (4)

About the content				
Has the workshop met your expectations?	1	2	3	4
How would you rate the content?	1	2	3	4
Methodology?	1	2	3	4
How useful or relevant was the workshop to your work?	1	2	3	4
Dynamism of the group?	1	2	3	4
Would you recommend it?	1	2	3	4

About the logistics				
Accommodation	1	2	3	4
Meals	1	2	3	4
Transport	1	2	3	4
Lecture Rooms	1	2	3	4



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EVALUATION SHEET



Welcoming	1	2	3	4
-----------	---	---	---	---

Should the workshop be shorter or longer? If so, what topics would you add or leave out?

.....

.....

.....

.....

Could you please give us any suggestions or improvements we could include for future workshops?

.....

.....

.....

.....

.....

Any other comments

.....

.....

.....

.....

.....

THANK YOU FOR YOUR COLLABORATION



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ANNEX IX

Certificate of Attendance

Independence

Neutrality

Impartiality

Humanity



**Centre for the Cooperation
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Voluntary service

Unity

Universality

This is to certify that

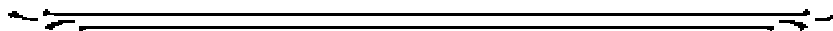
MR/MS

has participated in the

**Seminar on Leadership for
Youth Coordinators**

Organized in Ramallah, Palestine, 19th to the 26th September 2010, by
the Palestinian Red Crescent and the Centre for the Cooperation in the
Mediterranean

The workshop included theoretical and pedagogical modules as well as interactive exercises.



Ramallah, Palestine, 19th to the 26th
September 2010

Marta Corachán
Vice-President of the
Centre for the Cooperation in the Mediterranean

Younis Al Khatib
President of the Palestinian Red Crescent

PHOTOS



**CENTRE FOR THE COOPERATION
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PERMANENT OFFICE OF THE RED CROSS
AND RED CRESCENT OF THE MEDITERRANEAN**

With the support of:



Av. Portal de l'Angel, 7, 4th, Office J-K, E-08002, Barcelona (Spain)

Phone: +34 93 302 15 85

www.cruzroja.es/ccm