

REALISING EXCELLENCE

INTERNSHIPS AND MOBILITY CREDENTIALS REPORT

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Introduction to Paragon Europe

Paragon Europe is an innovative, international EU affairs, advisory and compliance company with head offices in Malta and Brussels. From its inception, Paragon Europe has successfully competed with cutting-edge peers in the ultra-competitive EU funding market.

With more than 13 years of operational experience, our multilingual, multicultural and multidisciplinary team has always striven to realise excellence and carry out project activities to the highest standards. With a recorded history of participation in over 350 EU projects and with a success rate comparable to Europe's top Universities and institutions, Paragon Europe has established itself with global and European credentials in the field of research and innovation projects.

Paragon Europe works with both private and public organisations, NGOs, universities, educational institutes and agencies offering various services related to European funded programmes such as Horizon 2020, Erasmus+, VETPRO, Youth Workers, COSME, PON/POR and more. We assist our partner organisations with the sourcing and implementation of EU funded projects, tailoring our services to match each individual requirement thus ensuring positive results every time. Besides advising public and private organisations on EU funding, Paragon assists good organisations to become great through business and financial advice.



REALISING EXCELLENCE

Vision Responding to Regional Needs

Founded in 2004 by Dr. Anton and Dr. Nadia Theuma with the vision of assisting local and regional authorities in sourcing EU funding opportunities and in the implementation of EU funded projects, Paragon Europe has grown consistently and today employs more than 50 specialised personnel, ensuring that excellence is realised on behalf of all our esteemed clientele. In 2015, the company embarked on an expansion programme aimed at opening an additional 10 offices in the EU and beyond by the year 2020.

Paragon Europe's ambition is to continue contributing, both in Malta and Europe, to the objectives of the EU Social Agenda and the "headline targets" of the Europe 2020 Strategy. The projects implemented by Paragon Europe are focused on the following areas:

- Education and Training;
- Sustainable Development and Environment (energy, transport, water etc.);
- Cultural Heritage and Tourism;
- Social Inclusion;
- ICT Information and Communication Technologies;
- Innovation and Entrepreneurship.

The People behind the Vision



Mr. Edwin Ward, Chairman has over 35 years of experience in successful creation and implementation of major corporate brands, utilising innovation as an enabler for strengthening brands and business performance. He is also the serving CEO and Chairman of the Ogilvy Group.

Mr. Ward has considerable experience in the corporate governance of boards, and also serves at the Policy Committee of ecoDa in Brussels and as Communications Director at the Institute of Directors. He has collaborated with Paragon Europe for more than 10 years, and is currently overseeing Paragon's expansion programme for 2015-2020.



Dr. Anthony Theuma, CEO and Director is the leading expert in innovation and smart specialisation. Having a Doctorate degree in Knowledge Economy, he has participated and managed various EU co-funded projects and has also provided assistance to clients seeking business advice, EU funding and investor funding. Dr. Anthony Theuma advises both public and private organisations on innovation, entrepreneurship and smart specialisation, all being subjects that he is involved in at EU level. He is an appointed Smart Specialisation Expert by DG Regio and his expertise was also instrumental in the setting up of the SME Instrument Programme.



Dr. Nadia Theuma, Executive Director is the leading project management expert at Paragon, personally overseeing Paragon's growing portfolio of internal and external projects. With a Doctorate degree in the development, marketing and management of Cultural and Sustainable Tourism, she has consolidated experience especially linked to regional branding and development. She is also an expert with DG Growth on sustainable tourism.

Dr. Nadia Theuma is an international speaker and an established author in her field. Having served in government boards and within international academic and research networks, she is increasingly in demand by various European regions and Commonwealth countries for her expertise and assistance.

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Unique Approach to Realising Excellence

Through social and cultural activities, services and products, Paragon Europe aims to bring added value to the participation of its clients in EU funding programmes as well as in other initiatives directed towards education, training and curriculum development, community and social development, capacity building, and economic development. Paragon's support extends to social and economic development within and across communities, regions and territories. Having participated in as well as being in the lead of various projects throughout the years, Paragon Europe has built extensive networks which continues to engage for the benefit of its clients.

Paragon Europe aims to serve its clients by transforming funding opportunities into concrete realities. Paragon's strategy is intimately linked to its corporate social responsibility, which highlights that while assisting public and private clients to prospective investment opportunities, Paragon strives to ensure that these funds translate into benefits for its clients' communities at large.

This corporate social responsibility aspect is fulfilled by ensuring that extensive stakeholder engagement in the community is realised through these funding opportunities, thus realising one of Paragon Europe's key fundamental missions.

Paragon Europe's commitment to excellence and quality has earned us the seal of quality. In 2017, Paragon Europe was awarded the prestigious ISO-9001 seal of excellence for our services.



Our Philosophy

Paragon Europe's service philosophy is based on making its clients become better, through a range of services and products.

This is achieved through various activities including, but not limited to, provision of direct advice at territorial and regional level, provision of individual and group training, capacity building, coaching and mentoring. Our various 'Readiness Packages' aim to bring added value to the services we offer, allowing our philosophy to become a reality.





SERVICES FOR MOBILITY PROGRAMMES

The Internship Programme is one of the founding pillars of Paragon Europe since 2006. Paragon has built its internship programme to support and add value to the various EU mobility programmes, working with both private and public organisations, NGOs, universities, higher educational institutes and agencies, offering a full set of services related to EU-funded programmes such as Erasmus+ including Student Mobility/ Internships, Youth and Sport, EU Youth Guarantee, PON/POR, and more.

Paragon Europe also offers a comprehensive set of services for Staff Mobility that will help our partner organizations to take full advantage of the different mobility programmes, leading to the professional development of their staff. We constantly develop our training services, also facilitating the linking of mobility opportunities to our project and innovation services.

Our Track Record

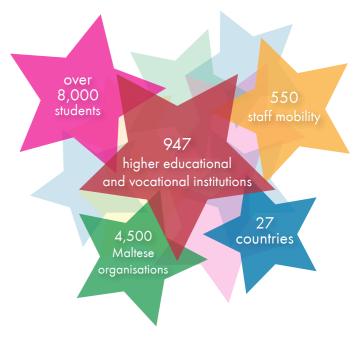
Presently, Paragon Europe works with 947 higher education and vocational institutions from across 27 EU member states, hosting not less than over 5,000 students and 800 tutors during the past 13 years. This is facilitated by an ever-growing network of 4,500 Maltese organisations who regularly host our interns.

Commitment to Training and Employment

Paragon Europe is committed to the implementation of the Europe 2020 vision and the Agenda for New Skills and Jobs policies, devoting support to youth employment through our quality internship programme.

Besides providing practical experience through work placements, our internship programme has a proven impact on the employability of its participants. On an annual basis, approximately 250 interns are offered permanent employment upon completion of their internship programme, a third of them accepting a job offer with Maltese owned companies either in Malta or overseas.

Paragon Europe and its affiliates have also benefitted from the initiative, having eventually employed more than fifteen staff who started their career as interns with the company through our internship programme.



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Malta Internship Programme

Since its inception, Paragon Europe has aimed at providing interns with a sound, appropriate and tailor-made internship programme in Malta through the provision of a holistic set of services which include:

- Work placement in matched organisations with a dedicated work programme aimed to suit the needs and requirements of the student, with certification provided on completion;
- **Mentoring** at the workplace, including a weekly remote evaluation facilitated by our Placement Team throughout the internship;
- Accommodation secured for the duration of the internship period (shared apartment, host family or hotel depending on choice and availability);

Students can also choose additional services such as language training through our network of external providers, and a sociocultural programme to experience the rich and diverse 7000 year plus recorded history and culture of Malta.

Paragon Placement Team also regularly organises leisure and team building activities (boat tours, excursions etc.) to bring our interns together to enrich their experience.

Brussels Internship Programme

Through the opening an office in Brussels in 2010, Paragon Europe expanded its internship programme to the region. From the Paragon Europe Brussels premises located in the institutional heart of the city we offer similar services as those offered in Malta. The total cost for the internship programme in Brussels does however reflect the higher prices for accommodation and services within the region. We also have partners that can help in accommodation research and services within the region.

Today, Paragon Europe Brussels has expanded its network to a total of almost 1000 possible work placements with more than 300 international organisations for students wishing to conduct their high-level internship in Brussels. The minimum period of a placement is of 4 weeks (even less for job shadowing) and in addition to the added value of a work experience in Brussels, Paragon Europe can support you in finding accommodation as well as support in finding English, French, Spanish, German and Italian language courses.

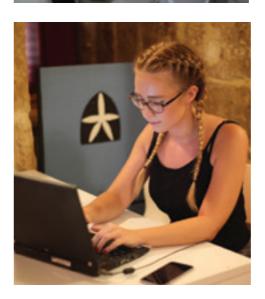


Paragon Internships programme in other European destinations

Thanks to its network of collaborators within European countries, Paragon Europe can now also offer Internships programmes in other European destinations in particular, in Germany, Austria, Spain, France and Italy.

Our collaborators guarantee the same quality of placements aimed at offering the student a fulfilling and truly life changing experience.





Erasmus +

Student Mobility - Internships

Paragon Europe's internship programme is designed to support Erasmus+ student mobility placement needs. Paragon Europe continuously sources the best work placements for students aged 17 years and over, for them to obtain the most appropriate hands-on experience during their stay in Malta. We ensure that our interns get the opportunity to put theory into practice, improve their skills at an actual workplace, and gain an invaluable personal, positive and professional experience.

Paragon Europe'ss vast network of almost 4500 local partner organisations enables it to offer work placements practically in any sector of the economy, placement durations being tailored to suit the individual from 3 weeks up to a period of 1 year. Each intern is guaranteed a mentor at their place of work, and weekly remote monitoring is facilitated by Paragon staff to help our interns reach their learning objectives.

Staff Mobility and Professional Training

Paragon Europe also hosts academic staff mobility for our partner institutions from all over Europe, resulting in over 550 academics including rectors, deans, teachers, international officers and lecturers benefitting from a a successful professional exchange in Malta and Brussels. With the help of our qualified staff and extensive network, Paragon Europe can tailor staff mobility and staff training programmes according to your requirements, thus ensuring a unique and fruitful experience.

Staff mobility programmes are geared towards the professional development of adult educators, in a relevant organisation, and/or participation in structured training courses or events.

Paragon Europe can provide the following Staff Mobility Services:

- Job shadowing;
- Visits to companies;
- Continuous Professional Development training courses;
- Sociocultural programmes;
- Accommodation and Transport services;
- Other services on request.

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Research Placements

Malta is a happening place. With a growing manufacturing sector, a thriving life-sciences park, research in energy water and climate initiatives and cutting edge research and innovation companies, Malta is an ideal place to offer a research placement. This offer which is the most recent addition to our programme, can provide the post-graduate or the technical student the opportunity for conducting a research-based internship as part of an academic programme or as part of one's dissertation. This is also an opportunity that can be of benefit to post-doc students, academic personnel and Marie Curie beneficiaries. We can offer research based placements in the following areas, amongst others:

- Informatics and technology;
- Aviation;
- Energy, Water and Climate Change;
- Life Sciences;
- Food Technology;
- Aquaculture;
- Materials.



Youth Guarantee

Youth Guarantee is a commitment by which all EU Member States tackle youth unemployment so that all young people under the age of 25 receive good quality offers of employment, continued education, apprenticeship, or traineeship within four months of leaving formal education, or of becoming unemployed. Mobility, in the form of an internship, is a invaluable part of the solution.

Youth Guarantee can also benefit from the professional development of youth workers, through activities such as transnational and international seminars, training courses, networking events, study visits as well as job shadowing/observation periods abroad by various educational partner institutions. The aim is to create a strong synergy between the participant and the host company, to increase hiring possibilities.

With its experience as an intermediary, Paragon Europe contributes to making Youth Guarantee a success. Our Youth Guarantee projects, in collaboration with some of the best European formative centres include our growing cooperation with various European regions, where we have provided opportunities for employment in the hospitality sector and graphic design.



PON and POR

PON and POR are Italian national and regional mobility programmes aiming to give students the opportunity to have work experiences in different regions or in different countries. Higher education institutions select their 15 best students and 2 accompanying teachers to carry out a professional experience related to their academic background. Projects can be promoted by the government (PON) or by regions (POR).

Paragon Europe has hosted hundreds of students through these mobility programmes in both Malta and Brussels. Most of the students come from South Italian Regions, such us Puglia, where the number of Institutions participating in PON and POR (mobilità interregionale e transnazionale) is growing. Projects that Paragon Europe has carried out in collaboration with Italian Vocational Schools include:

- 'Manutentori di apparati elettrici, elettronici, meccanici';
- 'Fashion and design';
- 'Digital Job';
- 'Learning by doing an introduction into the Hospitality Industry'.

The Italian Anti-Corruption Ministry, whose judgement is crucial in the field of mobility programmes, established that Paragon Europe has all the credentials to host students through PON and POR.

We were given a 100% rating on the evaluation of our proposals by schools that consequently chose Paragon Europe as an international partner, starting a satisfying and long-lasting relationship of collaboration.

Tailored training courses

At Paragon Europe, we believe that personal and professional development are lifelong processes. We offer a range of training courses that can be customised to individual or group requirements as part of personal and professional development.

We offer training courses for various clients: vocational and academic staff, as well as in different professional areas and levels. We also provide coaching and mentoring for professionals who are seeking to grow in their careers.

Our training provides means for people to assess their skills and qualities, consider their aims in their professional life and set their goals to realise and maximise their potential. Training the workforce is not enough; training the trainer is also crucial and gives individuals the practical platform, the confidence and skills needed to succeed.

Paragon Europe is happy to work with you to design the most suitable training programme to your needs. Our training courses include, but are not limited to:

- Leadership Skills in Management;
- Innovation and Entrepreneurship;
- Project Management;
- EU Fund Management;
- Environment and Efficiency;

- Team Building;
- Creativity and Idea Generation;
- Director Training;
- Human Resource Development;
- Climate Change Mitigation.

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Master Classes

Paragon Europe has also launched a new innovative training product – Master Classes. These sectoral short courses are offered for teachers, trainers, practitioners, professional bodies and other training institutions' personnel. Master Classes are encouraged for those seeking to develop their vocational background and professional expertise.

Courses will address the main areas of the European Agenda for Growth. Each Master Class course is scheduled for 5-10 days and includes:

- Innovation;
- Entrepreneurship;
- Green Economy;
- Blue Economy;
- Energy;
- Hospitality;
- Business Management;
- Information Technology;
- Social Innovation.

Master Class training sessions are delivered by qualified experts and combine job shadowing, delivery of lectures, workshops, focus groups and on-site company visits.

You can also combine these training courses with Preparatory and Monitoring Visits. Contact us for more information about our training offers, and ask for a quotation!











Accommodation

Paragon Europe guarantees accommodation for students who conduct their internship through us, and helps them to organise and maintain their budget. While our main type of accommodation is a bedroom in a

shared, fully equipped and furnished self-catering apartment, we can also offer lodging in either a local host family or in a hotel if requested.

Accommodation is provided on a self-catering room only basis, groups with a minimum of 10 candidates can also opt to go for bed and breakfast, half or full-board basis, and groups will be accommodated together if so requested. The same types of accommodation as well apartments on sole occupancy are also available for Staff Mobility and Professional Training clients.

Our self-catering accommodation consists of a fully equipped kitchen, living and dining area as well as shared or single bedrooms. Facilities include Wi-Fi, TV, washing machine, iron and ironing board as well as maintenance and weekly common area maid services. Apart from providing the necessary comforts to make your stay a pleasant one, our accommodation is generally close to all amenities such as shops and bus stops, adding convenience for students and staff alike.



Upon arrival at Malta International Airport, we will arrange transport to pick up students and/or staff to take them to their accommodation. Our driver will hand over the welcome package and keys to the designated accommodation, and ensure a safe arrival.

Return transport prior to departure, as well as any other transport needed during staff mobility visits can also be arranged.







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Language Lessons

Malta is one of Europe's leading EFL (English as a Foreign Language) destinations. English is the official language and the principal business language of the Maltese Islands, making Malta an ideal location to improve English skills and actively practice it every day.

Paragon Europe's English Language courses are provided in collaboration with locally certified English Schools. We offer day classes, afternoon/evening classes, outdoor classes in central areas where situational English can be practiced, classes at the students' own apartments, and finally the opportunity to take English lessons on the weekend.

Courses are generally based on 20 hours split on a convenient schedule around the working hours of the candidate, a Paragon Europe certificate will be presented upon completion. We are always happy to tailor the language courses according to our clients' needs.

For those wishing to learn an additional language, we can also offer lessons in Maltese and other languages carried out by certified teachers. English language certification of Cambridge and Trinity can also be provided through our certified English language providers.

Sociocultural Programme

A first-time placement can be a daunting experience. At Paragon Europe we aim to make the transition to a foreign destination a smooth one. Our socio-cultural programme focuses on giving the first time visitor to Malta an introduction to our lifestyle, habits as well as a glimpse into our vibrant and rich culture of more than 7,000 years.

Our socio-cultural programme offers cultural introduction, boat trips, karaoke nights, tours as well as other group activities. We can also offer you an introduction to our active sports communities, environmental organisations as well as other voluntary services.

For a truly unforgettable experience, Paragon Europe can provide an extensive programme which allows students and staff to explore and experience the true beauty of Malta.





THE PARAGON INTERNSHIPS & MOBILITY DEPARTMENT

Paragon Europe prides itself in having a multidisciplinary, international and multilingual team of dedicated personnel who are experts in their fields, and who work together to achieve the best results for Paragon Europe, its affiliates and its clients.

The pillars of the Internships and Mobility Department are our:

- **Marketing Team**, that is responsible for engaging partner institutions and their students, and exploring and expanding the mobility opportunities that Paragon Europe offers;
- Placement Team, responsible for matching the placement requests to Maltese host organisations, and for the general welfare and wellbeing of the visiting students and staff, as well as for the preparation of learning agreements and certifications;
- Accommodation Team (Administration, Maintenance and Housekeeping), responsible for the accommodation bookings, other reservations and management of our properties where the students and visiting staff are hosted, including day-to-day maintenance and cleaning;
- **Finance Team** that is responsible for all the financial matters related to our work placements and other forms of mobility.

The Department is supported by a back-office team of trainers and tutors in addition to our qualified IT personnel.





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Our Partnerships and Memberships

Paragon Europe is proud to be associated with leading EU mobility organisations. Our extensive work and commitment in this field has earned us the respect of esteemed peers with whom we are proud to continue working to ensure the holistic benefits of the mobility programme and our ultimate aim in meeting the objectives of Agenda 2020. Our collaborators in the field of vocational training and mobility include EVBB, EVTA, Pact for Youth, Garage Erasmus.















STUDENT, STAFF AND INSTITUTION TESTIMONAIALS

"Thank you for your support and help ..."

I can't find words to thank Paragon Europe enough for this wonderful summer... Thank you for the support and help that Paragon gave us when we needed it. Now, after more than one month, I still miss Malta. I want to also thank you for making me and Kristina live with the most wonderful persons I've ever met in our apartment.

ANET MANNANEAA, Student, Faculty of Design, Euroakadeemia, Tallinn, Estonia

"I am grateful for your services..."

My personal experience, both as beneficiary and as head of the Erasmus+ Office at the University of Petrosani, with your company, it's a happy one. We are partners from 2009 within Erasmus program and I believe it's a fruitful experience for both of our institution. I am grateful for your services regarding the academic staff mobilities, each time my colleagues have seen many interesting institutions and places in Malta. Also, the traineeship placements provided for our students were suitable for each of them and all of them were very satisfied with the skills and knowledge acquired during the Erasmus mobility. Moreover, I appreciate your professionalism, promptitude, and sense of responsibility in solving the unexpected problems. Many thanks to Joseph and Luiza!

CAMELIA BARBU
Ph.D. Lecturer, Head of Erasmus+ Office,
University of Petrosani, Romania

"I've faced work situations that have contributed to enrich my experience..."

I've been in Malta for two weeks, during which I've met several people and I've faced work situations that have contributed to enrich my experience. Teachers and students faced some problems but they have been solved thanks to cooperation with Paragon.

Teacher TOMMASELLI,

"We enjoyed the hospitality and the well-organized program..."

We are back to work in Amsterdam with a good feeling about our recent visit. We enjoyed the hospitality and the well-organized programme for us. It was very nice to meet you all. We found the visit informative. In our interview with the students they said to be very happy with Paragon Europe. Students were in a good place. We think they learned a lot. This was very nice to see!

Pupils have had a super experience on Malta, and we also saw a personal growth in each on their own way. It was nice to meet you all in the company and how you introduced with enthusiasm and tell interesting stories about Malta.

EVA DE JONGSTE and JOSEE ROELEVEN

BPV Supervisor Instructors; HMC vocational school for wood, furniture and interior, Amsterdam, Netherlands

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"I thank Paragon organization and recommend this experience to all my colleagues"

Paragon Europe Maltese organization with extensive experience and activities during my stay in Malta, prove to be a professional institution. Before my arrival Paragon was busy preparing all the details: documents, finding a job and accommodation. I was met at the airport by car from the company and informed everything I needed to know about Malta: art, culture, traditions, tourism. I thank Paragon organization and recommend experience to all my colleagues. I really enjoyed to work in Malta, because is a wonderful country whit gorgeous places to spend your free time, and to make new friends.

MIHAELA 36, Romania

"When I finish my studies I hope to can come back to work here"

I like much Malta, I liked a lot the internship and I learned a lot of pratical, when I finish to study I hope to can come back to work here at least 3 or 5 years to continue to improve my English. Thank you so much.

GABRIELE 24, Italy

"It was very interesting to learn how dentists work in Malta"

I learnt several things during my internship in Malta. I saw treatments that I've never seen before such as orthodontic and implants treatments: dentist, dental assistants and patients are very friendly. On my first day, they quickly showed me around the dental clinic and explained where I can find anything I needed to work with. Working in a dental clinic in Malta is very different than Germany. In Germany dentist assistant are allowed to do more chores than they are allowed in Malta, so for me it was a bit boring but I enjoyed my internship here. It was very interesting to learn how dentists work in Malta.

LEA 19, Germany

"It's a fruitful experience for both of our institution's"

My personal experience, both as beneficiary and as head of the Erasmus+ Office at the University of Petrosani, with your company, it's a happy one. We are partners since 2009 with Erasmus program and I believe it's a fruitful experience for both of our institution. I am grateful for your services regarding the academic staff mobilities, my colleagues have seen many interesting institutions and places in Malta. Also, the traineeship placements provided for our students were suitable for each of them and all of them were very satisfied with the skills and knowledge acquired during the Erasmus mobility. Moreover, I appreciate your professionalism, promptitude, and sense of responsibility in solving the unexpected problems.

CAMELIA BARBU
Ph.D. Lecturer, Head of Erasmus+ Office,
University of Petrosani
Romania

"I had the best three months of my life"

My experience in Malta was great. It was the perfect combination with travel, visiting such a cultural a beautiful country and work, having to learn new things in a workplace. I had the best three months of my life. I visited a lot and Paragon gave me this opportunity. I hope that I will come back here one day because I felt great here. Too bad that was so short.

ALEXANDRA 21, Romania

"Work experience was very good ..."

During these three months I had a really good time in Malta. Basically work experience was very good, working in such a big company as DHL was for me a new experience and I met there so many amazing people. Life in Malta is a bit different but I think everybody will find here something interesting.

MAREK ZATKO Student

"Very pleased with their practice..."

Thank you for your help and cooperation. Our students came back from Malta very pleased with their practice. They will recommend Paragon Europe towards the academic community as well as to other students. I hope there will be more students willing to visit your beautiful country. We will see in a few months.

AGNIESZKA FEDECZKO-IGNASIAK
Teacher, Hipolit Cegielski State College of Higher
Education
Gniezno, Poland

"Very kind and helpful..."

I've been in Malta only for a week. I can say we have had a good experience with Paragon. Each of them have been very kind and helpful with the teachers and with the students.

Teacher MONTERISI, Italy

"Lots of new friends and skills ..."

My name is Michaela. I am student from Slovakia. During my internship I was working in Paragon Europe. It was a very good experience for me. I was working as a secretary but my work was very interesting, because I was working on lots of different tasks and I was still in contact with other students. Therefore I have lots of new friends and skills now. My free time in Malta was great too. Malta is a very beautiful island. I visited lots of interesting places and beaches with my friends. I will never forget this summer in sunny Malta and I know that I will come back in future.

MICHAELA SEVCIKOVA Student

"I received new knowledge and working experiences"

I am very happy because I was in Malta. I saw new places and the most important is that I received new knowledge and working experiences. I had very good time in Malta. It is a beautiful island. When I finish my school, I want to find a job here.

NIKOLA 17, Slovenia

"Paragon was a great experience"

Paragon was a great experience. I was in a internship with a marketing company. I learnt a lot and I also improved my English. I had the opportunity to visit Malta, Gozo and the Blue Lagoon. Malta is such an amazing island.

Whitney Gravier, 23, French Guiana

"My stay in Malta exceeded my expectation"

My stay in Malta exceeded my expectation. I am impressed by the organization of Paragon LTD. In welcoming me, my accommodation, directing me to the company, in wich I held my internship. My mentor and colleague welcomed me. I had a variety of activities performed during my internship, which fully answered my specialty and my skills. Moreover, I acquired new useful experience for my future development as a computer specialist. In my spare time I had the opportunity to learn the history of Malta. In Malta not only did I enrich professionally and culturally, but I also met responsive friends and colleagues. I will always remember my stay in Malta.

DANGAN ENEV 23, Bulgaria

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