Erasmus+

BRINGING THE GENDER PERSPECTIVE INTO YOUTH ACTIVITIES

BRINGING THE GENDER PERSPECTIVE INTO YOUTH ACTIVITIES

PROJECT MANAGEMENT PLAN

ACTIVITY 1

KA210-YOU - SMALL-SCALE PARTNERSHIPS IN YOUTH (KA210-YOU)

2024-1-NL02-KA210-YOU-000256978

NLO

Falken Bildungs- und Freizeitwerk Hagen e.V.

KARYA KADIN DERNEĞİ

Co-funded by the European Union

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the granting authority. Neither the European Union nor the granting authority can be held responsible for them.

Co-funded by the European Union

BRINGING THE GENDER PERSPECTIVE INTO YOUTH ACTIVITIES

Project Title	Bringing the Gender Perspective Into Youth Activities Small-scale partnerships in youth (KA210-YOU) co-funded by the Erasmus+ Programme of the European Union - Grant Agreement No. 2024-1-NL02-KA210-YOU-000256978
Deliverable Title	**Bringing the Gender Perspective Into Youth Activities - Project Management Plan**
Deliverable Number	A1
Deliverable Lead	NLO
Dissemination Level	Public
Language	English
Format	Electronic
Author(s)	[Omid Hotak, Network and Learning Opportunities]
Reviewed By	Falken Bildungs- und Freizeitwerk Hagen e.V.(Germany) Karya Kadin Association (Türkiye)
Keywords	Gender Perspective, Gender Equality, Discrimination, Youth Work

NLO

Falken Bildungs- und Freizeitwerk Hagen e.V.

KARYA KADIN DERNEĞİ

Co-funded by
the European Union

BRINGING THE GENDER PERSPECTIVE INTO YOUTH ACTIVITIES

TABLE OF CONTENTS

TABLE OF CONTENTS

1.INTRODUCTION

1.1 Purpose

This Project Management Plan (PMP) set out how the partnership managed and delivered the Erasmus+ KA210-YOU project “Bringing the Gender Perspective into Youth Activities” within the agreed timeframe (01/09/2024–30/04/2026) and lump sum budget. It defines the governance set-up, planning baselines, coordination routines, monitoring and reporting logic, and quality assurance arrangements that ensure the project delivers its outputs in a consistent, transparent, and audit-ready way. The PMP serves as a shared operational reference for all partners and supports coherent implementation across countries and activity phases.

1.2 Scope

This PMP covers the full project lifecycle from preparation and mobilisation to implementation, dissemination, and closure. It applied to all partners and to all project activities, including:

- project coordination, internal communication, documentation, and compliance management;
- community mapping and evidence collection on gender realities and needs in each country;
- the development, peer review, adoption, and internal implementation of three organisational gender policy documents;
- capacity building through local trainings and an international training activity;
- dissemination and mainstreaming actions (offline discussion events and online webinars), publication of results, and platform-based sharing.

Out of scope are activities not described in the approved application (e.g., additional international mobilities, development of large-scale digital learning platforms beyond a simple information/resource space, or production of multiple new toolkits beyond the agreed Handbook), unless formally approved through the project's change control procedures.

1.3 Objectives

The PMP supported the achievement of the project's operational and impact objectives by ensuring clear responsibilities, controlled execution, and measurable progress. The project objectives are to:

1. Strengthen the institutional capacity of youth organisations to integrate a gender perspective systematically into their youth work practice and organisational procedures.
2. Develop and adopt gender policy documents in each partner organisation, including goals, mechanisms, and monitoring arrangements.
3. Improve competencies of youth workers and staff in gender equality, inclusive approaches, gender-sensitive language, safe spaces, and addressing stereotypes through structured training and applied learning.
4. Ground organisational change in evidence, using community mapping, focus groups, and stakeholder interviews to reflect local realities and needs.
5. Ensure transferability and wider uptake through dissemination events, online webinars, and a practical Handbook that enables other organisations to replicate the process.

1.4 Definitions

For consistency, the following key terms are used in this PMP:

- Project Management Plan (PMP): The document defining how the project is governed, executed, monitored, and closed, including roles, processes, tools, and quality controls.
- Partner / Consortium: The group of organisations implementing the project together under a formal partnership arrangement.
- Steering Group (or Project Steering Group): The decision-making body composed of designated representatives from each partner, responsible for strategic oversight and approval of major deliverables and changes.
- Work Package / Activity Lead: The organisation responsible for coordinating and ensuring delivery of a specific activity block, including timelines, inputs, and quality checks.
- Deliverable: A tangible output produced by the project (e.g., a gender policy document, Handbook, training materials, dissemination package).
- Milestone: A key checkpoint demonstrating progress or completion of a major step (e.g., completion of community mapping, completion of policy draft v1, completion of international training).
- Community Mapping: A structured local process to identify needs, realities, stakeholders, and resources related to gender equality in youth contexts, using meetings, focus groups, and interviews.
- Gender Policy Document: The internal organisational policy describing commitments, procedures, responsibilities, and monitoring mechanisms to mainstream gender perspective in activities and organisational practice.
- Monitoring & Evaluation (M&E): The system for tracking implementation progress (monitoring) and assessing results and learning (evaluation) through agreed indicators and tools.

1.4 Definitions

- Monitoring & Evaluation (M&E): The system for tracking implementation progress (monitoring) and assessing results and learning (evaluation) through agreed indicators and tools.
- Risk: An uncertain event or condition that could affect delivery positively or negatively; in this PMP, focus was placed on risks that could delay activities, reduce quality, or weaken participation and impact.
- Issue: A problem that had already occurred and required resolution and escalation if needed.
- Change Control: The agreed process for proposing, assessing, approving, and documenting changes affecting scope, timeline, outputs, or implementation arrangements.

2. OVERVIEW OF THE PROJECT

2.1 Project Background

“Bringing the Gender Perspective into Youth Activities” is an Erasmus+ KA210-YOU small-scale partnership that strengthens youth organisations’ capacity to mainstream gender equality in everyday youth work. The project responds to persistent gender stereotypes, unequal participation patterns, and barriers that limit young people’s access to safe, inclusive, and empowering youth spaces. It addresses these challenges through an evidence-based process that combines community mapping, organisational reflection, policy development, and competence-building trainings.

The project follows a clear implementation logic:

- Evidence first: partners map local gender realities and needs through community-based methods (meetings, focus groups, interviews).
- Institutional change: each organisation develops and adopts a practical gender policy document with clear goals, procedures, and monitoring mechanisms.
- Capacity building: youth workers and staff strengthen competencies through local trainings and an international training.
- Transferability: results are packaged into a Handbook and disseminated through local events and online webinars to support uptake by other organisations and institutions.

2.2 Project Partners

The partnership brings together three organisations from different national contexts, working collaboratively to exchange practices and co-develop transferable solutions. Partners contribute complementary expertise and implementation capacity:

Stichting Network and Learning Opportunities (NLO) - The Netherlands

NLO, the coordinator and applicant organisation, leads overall project coordination, management processes, monitoring and reporting, and dissemination planning. It also leads the development phase for gender policy documents and ensures coherence across partner contributions.

Falken Bildungs- und Freizeitwerk Hagen e.V. - Germany

Falken leads the design of the training approach and supports capacity building through structured learning formats. It contributes methodological expertise for youth worker development and supports peer learning across the consortium.

Karya Kadin Dernegi - Türkiye

Karya contributes field-based experience in youth work and gender equality initiatives, supports community engagement and stakeholder mapping, and ensures that outputs are practical and relevant for diverse youth contexts.

All partners assign at least two responsible staff members to ensure operational continuity, internal coordination, and quality assurance across activities.

2.3 Target Groups

The project is designed for both direct and indirect beneficiaries.

Primary target groups (direct):

- Youth workers, trainers, educators, and youth organisation staff who design and deliver youth activities and require practical tools for gender-sensitive programming and inclusive organisational practice.
- Young people (especially aged 15–22) engaged through community mapping processes and dissemination activities, ensuring youth perspectives inform policies and practice.

Secondary target groups (indirect):

- Local institutions and stakeholder organisations (e.g., youth centres, NGOs, schools, municipalities, equality bodies) that influence youth opportunities and can amplify project results.
- Wider youth sector actors at local, regional, and European levels who can reuse the Handbook, replicate the methodology, and integrate results into their own strategies.

2.4 Key Outcomes

The project delivers concrete organisational and sectoral outcomes:

1. Three organisational gender policy documents: Each partner produces and adopts a gender policy document that reflects local realities, defines actionable commitments, and specifies procedures and monitoring mechanisms.
2. Improved competencies of youth workers and staff: Participants strengthen knowledge and skills in gender-inclusive language, inclusive programme design, safe spaces, challenging stereotypes, and preventing discrimination in youth activities.
3. Evidence-informed organisational change: Community mapping and stakeholder engagement generate insights into needs and barriers, and these findings directly inform policy development and training priorities.
4. A practical Handbook for transferability: The partnership produces a step-by-step Handbook with guidance, tools, and lessons learned so other organisations can review, update, and mainstream gender perspective in their own work.
5. Stronger stakeholder networks and dissemination reach: Through local discussion events and online webinars, partners engage wider audiences, stimulate dialogue on gender equality in youth contexts, and support uptake of project results beyond the partnership.

Secondary target groups (indirect):

- Local institutions and stakeholder organisations (e.g., youth centres, NGOs, schools, municipalities, equality bodies) that influence youth opportunities and can amplify project results.
- Wider youth sector actors at local, regional, and European levels who can reuse the Handbook, replicate the methodology, and integrate results into their own strategies.

2.4 Key Outcomes

The project delivers concrete organisational and sectoral outcomes:

1. Three organisational gender policy documents: Each partner produces and adopts a gender policy document that reflects local realities, defines actionable commitments, and specifies procedures and monitoring mechanisms.
2. Improved competencies of youth workers and staff: Participants strengthen knowledge and skills in gender-inclusive language, inclusive programme design, safe spaces, challenging stereotypes, and preventing discrimination in youth activities.
3. Evidence-informed organisational change: Community mapping and stakeholder engagement generate insights into needs and barriers, and these findings directly inform policy development and training priorities.
4. A practical Handbook for transferability: The partnership produces a step-by-step Handbook with guidance, tools, and lessons learned so other organisations can review, update, and mainstream gender perspective in their own work.
5. Stronger stakeholder networks and dissemination reach: Through local discussion events and online webinars, partners engage wider audiences, stimulate dialogue on gender equality in youth contexts, and support uptake of project results beyond the partnership.

3. GOVERNANCE AND ROLES

3.1 Project Manager

The Project Manager (PM) is appointed by the coordinator and acts as the primary operational lead for day-to-day implementation. The PM ensures that the project remains compliant with Erasmus+ rules, stays aligned with the approved application, and delivers outputs within the agreed timeframe and lump sum budget.

Core Responsibilities

- Overall coordination: plan, coordinate, and follow up all activities across partners; maintain the master work plan and milestone tracker.
- Communication management: chair monthly coordination meetings; prepare agendas, capture minutes, and follow up on action points; maintain continuous partner communication via agreed channels.
- Monitoring and reporting: maintain the monitoring system (progress tracker, indicator dashboard, risk log, issue log); compile partner inputs into consolidated progress summaries and final reporting materials.
- Quality assurance: coordinate deliverable development; ensure peer review takes place; verify that outputs meet agreed quality standards before approval and publication.
- Document management and audit readiness: ensure that evidence is collected systematically (meeting minutes, attendance lists, photos where appropriate, outputs, dissemination proofs) and stored according to document management rules.
- Budget stewardship (lump sum discipline): track implementation progress against the planned allocation per activity; ensure resources remain proportional to delivery and that evidence supports the delivery logic of the lump sum.

Authority and decision limits

- The PM may take routine operational decisions (e.g., scheduling, document formats, coordination routines) that do not change scope, outputs, timeline, or partner roles.
- Any decision that affects scope, core deliverables, major milestones, or dissemination commitments is escalated to the Executive Board for approval.

3.2 Executive Board

The Executive Board is the project's strategic oversight and decision-making body. It is composed of designated representatives from each partner organisation and meets at key points (e.g., kick-off, mid-term review, final review) and additionally when escalation or major decisions are required.

Primary functions

- Strategic oversight: ensure the project remains aligned with the partnership's objectives and the approved Erasmus+ application.
- Approval and sign-off: approve major deliverables (gender policy documents, Handbook, final dissemination package) and confirm readiness for publication and external sharing.
- Change control: assess and approve any proposed changes that affect project scope, timelines, delivery approach, or allocation of responsibilities across partners.
- Risk and issue governance: review high-impact risks and unresolved issues; decide on mitigation measures, corrective actions, and escalation outcomes when partner-level resolution is insufficient.
- Quality governance: confirm that agreed quality standards are applied and that peer-review and validation steps are completed before finalisation of outputs.
- Conflict resolution: provide a structured mechanism for resolving disagreements between partners and protecting implementation continuity.

Decision-making principles

- Decisions are recorded in written minutes and communicated to all partners through agreed channels.
- The Board prioritises consensus; when consensus is not possible, decisions are taken through a documented vote process agreed internally by the partnership.
- Actions resulting from Board decisions include named owners and deadlines and are tracked in the project action log.

4. PLANNING BASELINES

4.1 Deliverables

The project deliverables define the minimum outputs that the partnership commits to produce and publish/implement within the project period. They serve as the baseline for monitoring, quality assurance, and reporting.

D1. Organisational Gender Policy Documents (3 total)

- Each partner develops and adopts one gender policy document that:
- reflects local realities and needs identified through community mapping;
- sets clear goals and principles for mainstreaming gender perspective in youth activities;
- defines rules, procedures, and organisational mechanisms (e.g., inclusive participation, safe spaces, non-discrimination);
- includes monitoring and evaluation mechanisms (indicators, review cycle, roles).

D2. Handbook for Youth Organisations and Institutions (1 total)

- A practical, step-by-step Handbook that enables other organisations to replicate the process. It includes:
- recommended process steps (mapping → reflection → drafting → adoption → training → dissemination);
- tools/templates used (mapping guides, focus group outlines, interview prompts, SWOT/empathy map formats);
- implementation tips and common pitfalls;
- examples of transferable practices and monitoring suggestions.

D3. Training Package (1 consolidated package)

- A structured training package consisting of:
- training agendas and session plans (local and international formats);
- learning materials and facilitation guidance;
- evaluation tools (pre/post questionnaires, reflection forms);
- participant action commitments to apply learning in organisational practice.

4.2 Milestones

Milestones are fixed checkpoints used to verify progress and trigger review/approval decisions. The partnership uses the following milestone set as the planning baseline:

M1	Project mobilisation completed	governance confirmed, templates shared, monitoring tools activated, meeting calendar fixed.
M2	Community mapping completed (per partner)	community meeting(s), focus groups, and interviews concluded; mapping summaries finalised.
M3	Gender policy draft v1 completed (per partner):	first full draft prepared using the consortium template.
M4	Peer review completed	partners exchange feedback and consolidate improvements through an international online working-group session.

M5	Gender policies adopted (3 total)	final versions approved internally and ready for implementation.
M6	Local trainings completed (3 total)	each partner completes a two-day training with documentation and evaluation results.
M7	International training completed:	four-day joint training delivered; materials pack finalised; participant action commitments captured.
M8	Dissemination delivered	two local discussion events per partner and two online webinars completed with evidence collected.
M8	Final review and closure	final evaluation meeting completed; evidence pack consolidated; reporting materials finalised.

4.3 Budget Allocation

The project uses a lump sum budget, managed through delivery discipline and proportional allocation to the approved activities. The allocation baseline supports internal planning, resource distribution, and progress tracking.

Activity-level allocation (baseline)

- Activity 1 – Project Management: €16,000
- Activity 2 – Developing new Gender Policies: €9,000
- Activity 3 – Local & International Trainings: €19,000
- Activity 4 – Dissemination & Mainstreaming: €16,000

Budget control principles

- Budget allocation supports delivery of outputs rather than reimbursement of individual cost lines; therefore, implementation focuses on completing the agreed deliverables to the required standard within the approved timeframe.
- Each partner maintains an internal evidence set that links activities to delivery (meeting minutes, attendance lists, agendas, outputs, dissemination proof, evaluation results).
- The Project Manager monitors delivery progress against the budget allocation baseline during monthly coordination and flags deviations early to the Executive Board for corrective action.

5. MANAGEMENT PROCESSES

5.1 Monitoring & Reporting

Monitoring and reporting ensure that implementation remains on track, evidence is collected consistently, and partners share a common understanding of progress, risks, and next actions.

Monitoring framework

- The Project Manager maintains a consolidated monitoring system consisting of:
  - a master work plan and milestone tracker;
  - a deliverables tracker (status, owner, due date, review stage);
  - an indicators dashboard (participation, learning outcomes, dissemination reach);
  - a risk register and issue log;
  - an action log (decisions, assigned tasks, deadlines).

Reporting rhythm

- Monthly partner coordination: progress updates per activity, review of risks/issues, confirmation of next steps, and documentation of decisions.
- Key review points: kick-off review, mid-term progress review, and final review/closure meeting.

Reporting outputs

- Short meeting minutes and action points after each monthly coordination call.
- Consolidated progress summaries at mid-term and final stages, integrating partner evidence (attendance lists, outputs, dissemination proof, evaluation results).

5.2 Schedule Control

Schedule control ensures that milestones are achieved within the approved project period and that delays are detected early and addressed through corrective action.

Schedule baseline

- The master schedule is built around the project phases and milestone set (Mobilisation → Policy Development → Trainings → Dissemination → Closure).
- Each activity has a defined time window and internal partner deadlines for inputs and reviews.

Control measures

- Monthly tracking of:
  - milestone completion status (traffic light system);
  - upcoming deadlines and dependencies (e.g., policy drafts must precede trainings);
  - partner readiness for events (venues, participant recruitment, agendas).
- If slippage occurs, the Project Manager proposes a recovery plan (re-sequencing tasks, reallocating workload, adding an extra working meeting) and escalates high-impact delays to the Executive Board.

5.3 Cost Management

Cost management in a lump sum project focuses on delivery discipline, proportional resource use, and robust evidence that demonstrates implementation of the approved plan.

Cost management in a lump sum project focuses on delivery discipline, proportional resource use, and robust evidence that demonstrates implementation of the approved plan.

Budget allocation baseline

- Activity-level allocation guides internal planning and proportional spending:
  - Activity 1: Project Management
  - Activity 2: Gender Policies
  - Activity 3: Trainings
  - Activity 4: Dissemination

Control principles

- Partners maintain internal tracking to link resources to outputs (not for itemised reimbursement, but for delivery logic and audit readiness).
- Evidence is stored systematically (agendas, minutes, attendance lists, outputs, dissemination records, evaluation results).
- Budget deviations that risk delivery (e.g., under-resourcing dissemination or training delivery) are flagged early and discussed in monthly coordination; corrective measures are approved by the Executive Board if they affect the implementation approach.

5.4 Quality Management

Quality management ensures that deliverables meet agreed standards and that outputs are usable, coherent, and transferable beyond the partnership.

Quality criteria

- Deliverables are assessed against:
  - relevance to mapped needs and project objectives;
  - clarity and usability for youth work practice;
  - completeness (all required sections included);
  - consistency of format and terminology across partners

- Drafting by the responsible partner → peer review by at least one other partner → revision and consolidation → Executive Board approval for final outputs.
- Training quality is ensured through:
  - common session plan standards;
  - facilitator preparation and debriefing;
  - participant feedback and learning checks (pre/post and reflection forms).

5.5 Risk Management

Risk management aims to prevent delays, reduce quality threats, and protect safe participation—especially given the sensitivity of gender-related topics.

Risk register

- The Project Manager maintains a live risk register with:
  - risk description and category (delivery/participation/quality/reputation/safeguarding);
  - probability and impact rating;
  - mitigation actions and the responsible owner;
  - early warning indicators and review dates.

Routine risk review

Risks are reviewed monthly. High-impact risks trigger immediate mitigation and, if needed, escalation to the Executive Board.

Typical risk areas (examples)

- low turnout or weak diversity in community mapping activities;
- delays in drafting/adopting policy documents;
- sensitive discussions creating discomfort or conflict in groups;
- staffing changes affecting continuity;
- visibility or compliance errors in dissemination materials.

5.6 Issue Resolution

Issue resolution provides a clear mechanism to address problems that have already occurred and to prevent them from impacting milestones and deliverables.

Issue handling steps

1. Log the issue: description, date, owner, impact, and urgency recorded in the issue log.
2. Immediate containment: short-term action to prevent escalation (e.g., facilitator intervention, schedule adjustment, additional partner support).
3. Root cause analysis: identify underlying cause (capacity, planning, stakeholder engagement, technical/tool issues).
4. Corrective action plan: agree actions, responsible persons, and deadlines; add to action log.
5. Escalation if required: if unresolved within a defined timeframe or if it affects scope, key deliverables, or critical milestones, the issue is escalated to the Executive Board for decision.
6. Closure: document the resolution and lessons learned to prevent recurrence.

.

6. TOOLS AND RESOURCES

6.1 Project Management Software

The partnership uses lightweight, accessible project management tools to coordinate work across organisations, maintain transparency, and ensure timely delivery of milestones and outputs. Tools are selected based on ease of use, shared access, and suitability for tracking activities in a small-scale Erasmus+ partnership.

Core functions supported by the project management set-up

Work plan and milestone tracking	maintain a master timeline and track deliverables with owners, deadlines, and review stages.
Action management	record decisions and action points from meetings, assign responsibilities, and follow up on completion.
Risk and issue tracking	maintain a live risk register and issue log with mitigation actions and escalation status.
Indicator tracking	monitor participation numbers, training evaluation results, and dissemination reach in a simple dashboard format.

Minimum tool set

- A shared spreadsheet (Google Sheets) is used as the central tracker for milestones, action points, risks, issues, and indicators.
- A shared calendar (Google Calendar) is used to schedule meetings, deadlines, events, and reminders.
- Task board software (e.g., Trello/Asana/Notion) may be used if all partners agree and it adds value, but the project does not depend on a single platform that might create access barriers.

Templates and standard documents

To ensure consistency across partners, the Project Manager maintains and shares:

- meeting agenda and minutes template;
- action log template;
- risk register and issue log templates;
- event documentation pack (attendance list, agenda, feedback form);
- deliverable template pack (policy structure, handbook sections, training documentation).

6.2 Communication Platforms

Communication platforms ensure fast coordination, structured documentation, and clear external messaging. The partnership uses a combination of synchronous and asynchronous channels, with agreed rules for when to use each channel.

Internal communication channels

- Email: official communication, approvals, document sharing links, and formal decisions.
- Instant messaging (WhatsApp): quick coordination, reminders, and time-sensitive updates (no formal approvals).
- Video conferencing (Google Meet): monthly partner meetings, working sessions, peer review discussions, and webinars preparation.
- Shared drive (Google Drive): central repository for all project documents, deliverables, evidence, and communication assets.

Communication rules (operational discipline)

- Decisions that affect deliverables, timelines, or responsibilities are documented in writing (meeting minutes and/or email confirmation).
- All partners store project evidence in the shared drive following agreed folder structure and file naming conventions.
- A single source of truth is maintained for trackers (milestones, action points, risks/issues), and partners update it before or immediately after monthly meetings.

7. COMMUNICATION STRATEGY

7.1 Internal Communication

Internal communication ensures coordinated implementation, shared visibility on progress, and timely decision-making across partners.

Objectives

- maintain a common understanding of priorities, deadlines, and dependencies;
- ensure consistent quality standards and coherent outputs;
- prevent delays through early identification of risks and capacity gaps;
- support continuity through clear documentation and handover readiness.

Channels and use

- Monthly online coordination meeting (Google Meet): structured progress review, decision-making, and next-step planning.
- Email: formal communication, approvals, sign-off requests, and consolidated updates.
- Instant messaging (e.g., WhatsApp): quick operational coordination, reminders, and urgent updates.
- Shared Drive: central storage for all project evidence, drafts, final deliverables, templates, and dissemination materials.

Internal communication routines

- The Project Manager circulates a meeting agenda in advance and shares minutes and action points after each meeting.
- Partners update the shared trackers (milestones, action log, risk register) before each monthly meeting.
- Deliverable drafting and review follow a defined workflow (draft → peer review → revision → approval), with deadlines communicated clearly and documented.

7.2 External Communication

External communication ensures that stakeholders understand the project's purpose, can engage with activities, and can access and reuse results.

Target audiences

- youth workers and youth organisations beyond the partnership;
- local institutions and stakeholders involved in gender equality and youth work (NGOs, youth centres, schools, municipalities);
- young people and youth communities participating in mapping and dissemination activities;
- Erasmus+ ecosystem and European-level networks.

Key messages (core narrative)

- gender perspective strengthens the quality, safety, and inclusiveness of youth activities;
- organisational policies are practical tools that make gender equality systematic and sustainable;
- community-based evidence and youth voices guide organisational change;
- the project offers transferable tools (Handbook, templates, training materials) for wider uptake.

Communication outputs

- partner website news items and social media posts linked to project milestones (mapping, trainings, policy adoption, dissemination events);
- short stories from activities (with consent), focusing on learning, change, and practical practices;
- visuals and standard descriptions that ensure consistent Erasmus+ visibility and acknowledgement.

Compliance and ethics

- partners follow Erasmus+ visibility rules and use agreed project branding elements consistently.
- photos, quotes, and participant information are used only with informed consent and in line with data protection requirements.
- communication avoids stereotypes and uses inclusive, respectful language suitable for youth contexts.

7.3 Dissemination Plan

The dissemination plan translates project results into formats and channels that support uptake beyond the partnership and strengthen mainstreaming impact.

Dissemination objectives

- share evidence-based practices and tools for integrating gender perspective in youth activities;
- reach youth workers, organisations, and institutions that can replicate the approach;
- promote structured organisational change through gender policies and practical implementation steps;
- ensure project outputs remain accessible after the project ends.

Main dissemination actions

- Local discussion events (face-to-face): each partner organises two events to present results, discuss local realities, and promote the Handbook and policy approach.
- Two online webinars:
  - webinar 1 targets youth workers, educators, and organisations (policy and practice focus);
  - webinar 2 targets young people and youth stakeholders (needs, participation, safe spaces focus).

- Publication and sharing: project outputs are shared through partner websites and channels and uploaded to relevant Erasmus+ dissemination spaces (e.g., the Erasmus+ Project Results Platform) when applicable.

Dissemination materials

- final Handbook (PDF);
- summary versions of the gender policy documents (public-facing where appropriate);
- webinar presentations and recordings (if consent and technical conditions allow);
- visual communication pack (standard project description, logos, templates, social media visuals).

Tracking and evidence

- dissemination actions are documented through agendas, attendance lists, links, screenshots, feedback forms, and engagement metrics (views, shares, comments where available).
- feedback from participants and stakeholders is collected and used to refine final messaging and improve the usability of outputs.

8. EVALUATION AND REVIEW

8.1 Indicators

Evaluation uses a concise indicator set that links directly to the project objectives, deliverables, and dissemination commitments. Indicators are tracked at the partner level and consolidated by the Project Manager.

A. Delivery and implementation indicators

- completion of key deliverables (3 gender policy documents, Handbook, training package, dissemination package) in agreed format and quality standard;
- completion of planned activities within their time windows (mapping, trainings, dissemination events, webinars);
- completion of peer review and approval steps for each major output.

B. Participation and reach indicators

- number of participants engaged in community mapping activities (community meeting(s), focus groups, interviews), with attention to youth participation;
- number of participants in local trainings (per partner) and the international training;
- number of participants reached through local dissemination events and the two webinars.

C. Learning and capacity-building indicators

- self-reported change in knowledge, confidence, and practical skills on gender-sensitive youth work (pre/post comparison);
- participants' ability to identify inclusive practices (e.g., safe spaces, inclusive language, non-discriminatory participation measures) and plan concrete application steps;
- facilitator observation notes on engagement, group dynamics, and learning progression.

D. Organisational change indicators

- formal adoption of gender policies within each partner organisation;
- presence of operational mechanisms in policies (roles/responsibilities, procedures, monitoring cycle);
- evidence of integration into practice (e.g., updated participant selection criteria, safe space guidelines, inclusive communication standards, internal review routines).

E. Dissemination and transferability indicators

- number of stakeholders reached beyond the partnership and diversity of stakeholder types (youth organisations, institutions, NGOs);
- stakeholder feedback on usability of the Handbook and applicability of the policy approach;
- online reach metrics where available (website posts, social media engagement, webinar registrations/views).

8.2 Tools

The partnership uses practical, low-burden tools that fit a small-scale partnership and produce consistent evidence across countries. Tools are shared as templates and used in standardised formats where possible.

Core evaluation tools

- Baseline and endline self-assessment (for staff/youth workers): short questionnaire to capture starting point and change over time (knowledge, confidence, practice readiness).
- Pre/post training questionnaires: simple Likert-scale and short-answer items measuring learning outcomes and relevance.
- Session reflection forms: short daily reflections for training participants (what is learned, what is applied, what remains unclear).

- Facilitator observation notes: structured notes on participation, inclusiveness of learning environment, and emerging needs.
- Event feedback forms (dissemination): short evaluation on relevance, clarity, and intention to use outputs.
- Documentation tools: attendance lists, agendas, minutes, photo documentation where appropriate, and output checklists.

Data handling principles

- data collection follows informed consent and data protection rules;
- only necessary data is collected; participant anonymity is respected when reporting;
- partners store evidence in the shared drive following agreed naming and version control rules.

9. CONCLUSION

This Project Management Plan provides the operational framework that guides the partnership in delivering the project outputs with clarity, consistency, and accountability. It defines the governance structure, planning baselines, management processes, tools, and communication routines that keep implementation aligned with the approved Erasmus+ application, the agreed timeline, and the lump sum budget logic. The plan supports coordinated work across partners, ensures that deliverables meet agreed quality standards, and establishes a structured approach for monitoring progress, managing risks and issues, collecting evidence, and capturing lessons learned. By applying these procedures throughout the project lifecycle, the partnership strengthens implementation discipline and increases the transferability and sustainability of project results beyond the participating organisations.

9.1 Risk Register

The risk register is maintained as a living document and reviewed during monthly coordination meetings. It records risks that may affect delivery, participation, quality, compliance, reputation, or safeguarding, and it assigns clear ownership for mitigation.

Risk register structure (fields)

- Risk description
- Category (delivery / participation / quality / compliance / safeguarding / reputation)
- Probability (Low/Medium/High)
- Impact (Low/Medium/High)
- Risk level (combined rating)
- Early warning indicators
- Mitigation/prevention actions
- Review date and status (Open / Mitigating / Closed)

Core risk areas to track

- insufficient turnout or low diversity in community mapping and dissemination events;
- delays in policy drafting, peer review, or internal adoption;
- sensitivity-related challenges in discussions (conflict, discomfort, exclusion);
- partner capacity constraints (staff turnover, availability);
- quality inconsistencies across outputs or delayed approvals;
- visibility and compliance errors in external communication materials;
- data protection **and consent issues in documentation and dissemination.**

9.2 Templates

Templates standardise work across partners, reduce administrative burden, and strengthen audit readiness. All templates are stored in a shared folder and used consistently across countries and activities.

Core templates included in the project template pack

1. Meeting agenda template (monthly partner meeting)
2. Meeting minutes template (with decisions and action points)
3. Action log template (task, owner, deadline, status)
4. Milestone and deliverables tracker (traffic light status)
5. Risk register template
6. Issue log template (issue, impact, corrective actions, escalation)
7. Community mapping documentation pack
    - community meeting agenda + attendance list
    - focus group guide + participant list
    - interview guide + consent note + summary format
8. Policy drafting template (standard structure for the 3 gender policy documents)

9. Training documentation pack
- session plan template
- participant attendance list
- pre/post questionnaire + reflection form
- facilitator debrief template
10. Dissemination event pack
- event agenda template
- attendance list
- feedback form
- dissemination evidence checklist (links/screenshots/photos where appropriate)
11. Visibility and branding checklist (Erasmus+ acknowledgement, logos, standard description)

Co-funded by
the European Union

BRINGING THE GENDER PERSPECTIVE
• INTO YOUTH ACTIVITIES •

NLO

Falken Bildungs- und Freizeitwerk Hagen e.V.

KARYA KADIN DERNEĞİ