



# **Empowering Youth and Communities: A Joint Development Strategy (2025–2030)**

**Small-scale partnerships in youth (KA210-YOU)**

**Prioritize your Strategy: Just Grow**

Partners



## **5 YEARS - DEVELOPMENT STRATEGY**

### **7 STEP - STRATEGY ACTION PLAN**

**CHAPTER I  
CONTEXT (NEEDS - ANALYSIS)**

**CHAPTER 2  
VISION, MISSION, VALUES**

**CHAPTER III  
STRATEGIC DIRECTIONS (AREAS OF INTERVENTION)**

**CHAPTER IV  
OBJECTIVES AND ACTIONS**

**CHAPTER V  
RESULTS (TARGETS, INDICATORS)**

**CHAPTER VI  
MONITORING AND EVALUATION**

**CHAPTER VII  
ANNUAL PLANNING OF ACTIVITIES (GANTT CHART)**

## CHAPTER I

### CONTEXT (NEEDS - ANALYSIS)

#### **a) NEEDS of the Romania NGO:**

Gain more skills and knowledge regarding the use of non formal methods

Practical skills to apply nonformal methods with youth

Develop kit with nonformal methods to apply in our work

Increase the motivation of members

- To have stable funds in order to finance the activities - Funding plan
- Increase the number of partners and volunteers
- A space for running the activities, working
- Clear mission, objectives, target groups, activities.

#### **b) NEEDS of the Spanish NGO.**

Increase number of beneficiaries. Enlarge the family of collaborators, helpers. To implement stable activities through the calendar with working groups rather than having sporadically activities.

*Needs of the area. (Spanish context)*

Emancipation age: over 30 years old.

There is a general crisis of social participation. The old model of associations is broken. Participation in scouts, Red Cross, weekly routine volunteering is at its lowest. But social participation is IMPORTANT.

Rural depopulation, lack of prestige to live in rural areas, lack of opportunities.

Low labor opportunities. Low language skills.

#### **c) NEEDS of the Icelandic NGO.**

Youth work in rural areas

Children from rural areas have less opportunities than those of high populated areas. The possibilities of education, free time activities as well as future job perspectives are limited. The social environment is defined by fewer people and there for the ability of good cooperation between everybody is essential.

Population of Reykhólar (Iceland): 240

Therefrom children between 6-15 (target group): 38

## **CHAPTER II**

### **VISION, MISSION, VALUES**

#### **VISION**

##### **a) VISION of the Romania NGO**

We want to attract and involve young people from vulnerable backgrounds in the center's activities to develop various useful skills in order to improve their lifestyle.

##### **b) VISION of the Spanish NGO**

Youth led community projects. Younger rural areas. More dynamic villages. Rural areas as hubs of social entrepreneurship, healthy lifestyle and community life.

##### **c) VISION of the Icelandic NGO**

Good job opportunities in combination with good services for children attract families to settle or to stay in a region. Therefore the community is growing instead of decreasing.

#### **MISSION**

##### **a) MISSION of the Romania NGO**

The mission is to open a youth center where we can hold activities with young people from vulnerable backgrounds.

##### **b) MISSION of the Spanish NGO**

To offer non formal learning opportunities to youngsters from La Rioja, with an emphasis in rural areas. To enhance soft skills and young people talents to help them reach their best potential.

##### **c) MISSION of the Icelandic NGO**

We offer a wide range of activities for children to support them in finding their purpose in life and becoming proactive members of society as adults. The youth club emphasizes social skills for a healthy, cooperative community

#### **VALUES**

##### **a) VALUES of the Romania A NGO**

Creativity, Innovative thinking, Integrity, Compassion, Sustainability

##### **b) VALUES of the Spanish NGO**

For youth by youth to youth. Non formal education. Fun. 80/20. Social entrepreneurship. Personal development.

##### **c) VALUES of the Icelandic NGO**

Every child should have the possibility to find their purpose in life based on their talents, interests and the needs of the society. A child should be supported to develop healthy relationships within their social environment. Youth work should be complementary to school education, offer a versatile variety of activities and lay emphasis on social skills.

## **CHAPTER III**

### **STRATEGIC DIRECTIONS ( AREAS OF INTERVENTION)**

#### **a) STRATEGIC DIRECTIONS of the Romania NGO**

**STRATEGIC DIRECTIONS no. 1** - Develop the youth center in a rural area from Iasi county

**STRATEGIC DIRECTIONS no. 2** - Team development of the NGO's staff.

**STRATEGIC DIRECTIONS no. 3** - Entrepreneurship for youngsters

**b) STRATEGIC DIRECTIONS of the Spanish NGO** - To have younger rural areas, to make rural areas hubs of social entrepreneurship and projects creation, to prepare younger generations to its best potential.

**STRATEGIC DIRECTIONS no. 1** - To have younger rural areas.

**STRATEGIC DIRECTIONS no. 2** - To make rural areas hubs of ideas creation and social entrepreneurship.

**STRATEGIC DIRECTIONS no. 3** - To have the most prepared youth.

#### **c) STRATEGIC DIRECTIONS of the Icelandic NGO**

**STRATEGIC DIRECTIONS no. 1** - Develop a program according to the values of the organization.

**STRATEGIC DIRECTIONS no. 2** - Create a network of cooperation and find finances.

**STRATEGIC DIRECTIONS no. 3** - Create a space to execute a variety of activities.

## **CHAPTER IV**

### **OBJECTIVES AND ACTIONS.**

#### **a) Objectives and actions Romania NGO**

**STRATEGIC DIRECTIONS no. 1** - Develop the youth center in a rural area from Iasi county

**Objective no.1** - Space identification and rental

**Actions**

- Submitting space requests to territorial administrative units
- Private sector offer requests
- Analysis and final decision on the space
- Contracting space

**Objective no. 2** - Purchase of equipment and materials necessary for the activity

**Actions**

- Identification of necessary materials and equipment
- Request of quotation
- Purchase

**Objective no.3** - To make the center known in Iasi and the 5 neighboring municipalities

**Actions**

- Press release transmission action
- Promoting projects on social media - making reels
- Meetings with teachers
- Press appearance
- Interviews
- Flyers distribution

**Objective no.4** - Establishing a complex program to facilitate the organization of activities

**Actions**

- Establish the training program
- Workshops to establish actions
- Collaborate with various specialists
- Procedure creation

**Objective no. 5** - Identification and cooptation of youngsters in the project, beneficiaries

**Actions**

- Creating the profile of the youngsters who will be part of this center
- Interviews for participants
- Selection actions
- Establishing the final batch of youngsters

**Objective no.6** - Permanent evaluation of the youngsters` needs

**Actions**

- Applied questionnaires
- Discussion meetings
- Telephone calls

**STRATEGIC DIRECTIONS no. 2** - Team development of the NGO`s staff.

**Objective no.1-** By the middle of the first year we want to have 5 active members in the youth center.

**Actions**

- Establishing the organizational chart
- Creating job description
- Preparing advertisements for positions in the youth center

- Carrying out the interviews
- Establishing the staff

**Objective no.2-** Permanent training of the team

**Actions -**

- Establishing the workshops and courses necessary for team development as well as the frequency/schedule
- Identification of free training activities
- Staff registration for activities
- Carrying out activities

**STRATEGIC DIRECTIONS no. 3 - Entrepreneurship for youngsters**

**Objective no.1 -** Implementation of the entrepreneurship program

**Actions**

- Establishing the entrepreneurial education curriculum for youngsters \* Establishing youth development competencies
- Identifying and contracting external trainers and mentors
- Establishing youngsters evaluation procedures

**Objective no.2 -** Entrepreneurship courses for youngsters

**Actions**

- Establishing groups, schedule, exam

**Objective no 3 -** Supporting youngsters through internship programs

**Actions**

- Identification of programs and partnerships for internships
- Signing internship contracts
- Assigning youngsters for internships
- Request feedback from partners at the end of the program

**Objective no 4 -** Employment facilitation

**Actions**

- Partner identification
- Integration into the labor market
- Monitoring and follow-up

**b) Objectives and actions Spanish NGO**

**STRATEGIC DIRECTIONS no. 1 -** To have younger rural areas.

**Objective no.1 -** Coliving Sojuela Joven

**Actions**

- Establish more long term inhabitants in the coliving.
- Enlarge total population

**Objective no.2 -** Sharing opportunities existing to sustain generational changes into functioning business.

**Actions**

- Servicios rurales.
- Webpage with resources.
- Counselling to youngsters

**STRATEGIC DIRECTIONS no. 2-** To make rural areas hubs of ideas creation and social entrepreneurship.

**Objective no.1 -** Personal development courses

**Actions**

- Erasmus +
- Local courses

**Objective no.2 - Rutea.**

**Actions**

- Apply for the creation of a 2 weeks itinerant summer school.
- Create itinerary
- Find partners and participants
- Implement Rutea

**STRATEGIC DIRECTIONS no. 3 - To have the most prepared youth.**

**Objective no.1 - Non formal education courses**

**Actions**

- Erasmus +
- Local courses
- Partners activities.

**Objective no.2 - Volunteering opportunities.**

**Actions**

- Interns
- Helpers
- Collaborators
- Monitors

**c) Objectives and actions Icelandic NGO**

**STRATEGIC DIRECTIONS no. 1 - Develop a program according to the values of the organization.**

**Objective no.1 - Strategic objective: Offer variety of activities (fields and skills)**

**Actions**

- Define different fields or skills
- Analyze children's interests and talents
- Develop an annual activity schedule

**Objective no 2 - Guide personal development (purpose and skills)**

**Actions**

- Investigate methods
- Work with institutions (e.g. talent scout)
- Further education for staff members

**Objective no 3 - Guide interpersonal development (social skills)**

**Actions**

- Work with methods from ERASMUS program

→ Work on cooperation projects

**STRATEGIC DIRECTIONS no. 2 - Create a network of cooperation and find finances.**

**Objective no.1- Create network**

**Actions**

- Get teachers/ experts of different fields
- Find professional institutions (e.g. schools, talent scouts, job coach)

**Objective no.2 - Get Finances**

**Actiones**

- Get fundings/ governmental support

**STRATEGIC DIRECTIONS no. 3 - Create a space to execute a variety of activities.**

**Objective no.1 - Design and build Multipurpose area**

**Actions**

- Define activities



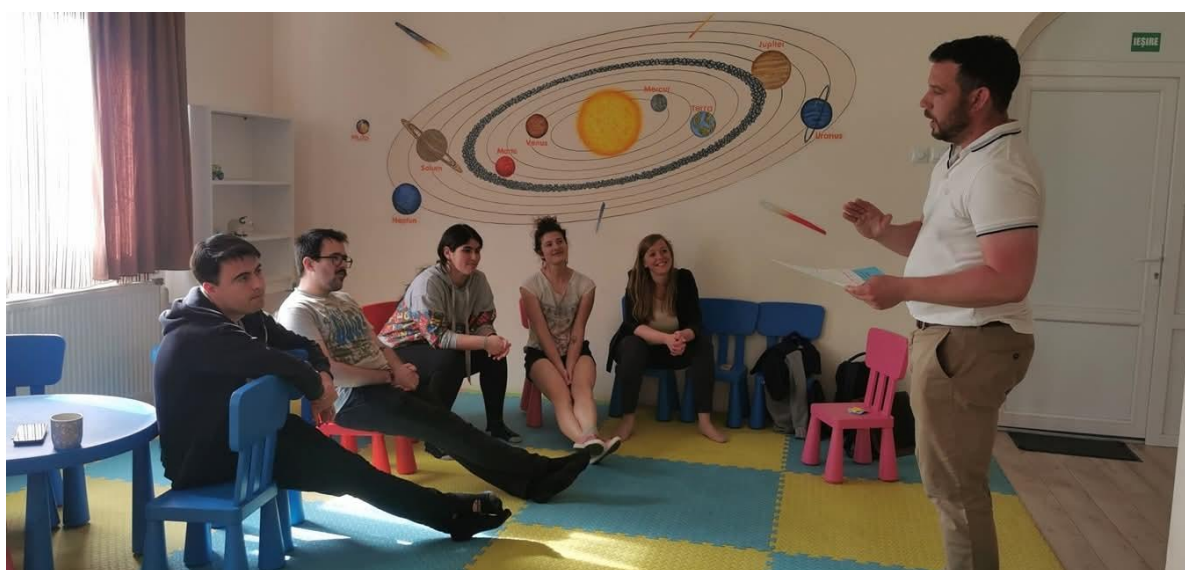
## CHAPTER V

### RESULTS (TARGETS, INDICATORS)

#### a) ROMANIA

TARGETS	INDICATORS
A suitable space is identified and contracted by the third month	<ul style="list-style-type: none"> <li>- Number of requests submitted to local authorities and private sector</li> <li>- Number of offers received and analysed</li> <li>- Signed rental contract</li> </ul>
All equipment and materials will be purchased by the third month.	<ul style="list-style-type: none"> <li>- List of identified necessary items</li> <li>- Number of quotations requested</li> <li>- % of items procured vs planned</li> </ul>
At least 500 people reached through promotion in first 6 months.	<ul style="list-style-type: none"> <li>- Number of press releases sent</li> <li>- Number of reels posted and views obtained</li> <li>- Number of meetings with teachers</li> <li>- Number of press appearances/interviews</li> <li>- Number of flyers distributed</li> </ul>
A full 6-12 month program plan created in the first 6 months.	<ul style="list-style-type: none"> <li>- Number of workshops conducted for program planning</li> <li>- Number of specialists involved</li> <li>- Number of finalized procedures</li> </ul>
At least 30 youngsters selected as beneficiaries by the seventh month.	<ul style="list-style-type: none"> <li>- Number of profiles created</li> <li>- Number of interviews conducted</li> <li>- Number of youngsters selected</li> </ul>
Needs assessment conducted semianually.	<ul style="list-style-type: none"> <li>- Number of questionnaires applied</li> <li>- Number of discussion meetings held</li> <li>- Number of phone call check-ins recorded</li> </ul>
Staff structure with at least 5 filled positions	<ul style="list-style-type: none"> <li>- Organizational chart created</li> <li>- Number of job descriptions finalised</li> <li>- Number of positions advertised</li> <li>- Number of interviews conducted</li> <li>- Number of staff hired</li> </ul>
Minimum 4 training activities implemented per year.	<ul style="list-style-type: none"> <li>- Number of workshops/courses planned</li> <li>- Number of free training identified</li> <li>- Number of staff registered for activities</li> <li>- Number of trainings completed per staff member</li> </ul>
Curriculum and evaluation procedures finalised; trainers contracted by the third month in the second year.	<ul style="list-style-type: none"> <li>- Curriculum document created</li> <li>- Number of competencies identified</li> <li>- Number of trainers/mentors contracted</li> <li>- Evaluation procedures documented</li> </ul>

At least 2 course groups formed, trained, and examined.	<ul style="list-style-type: none"> <li>- Number of groups formed</li> <li>- Training schedules created</li> <li>- Number of youngsters who pass the exam</li> </ul>
Minimum 10 youngsters placed in internships annually.	<ul style="list-style-type: none"> <li>- Number of internship programs identified</li> <li>- Number of partnerships signed</li> <li>- Number of youngsters assigned</li> <li>- Number of feedback reports from partners</li> </ul>
Minimum 5 youngsters integrated into labor market within 12 months.	<ul style="list-style-type: none"> <li>- Number of partner organisations identified</li> <li>- Number of youngsters employed</li> <li>- Number of follow-up meetings conducted</li> </ul>



b) **SPAIN** - To keep building from a foundation of 2 Erasmus + training courses annually into extra activities that allow for increased close participation of collaborators, volunteers and youth workers to amplify the group of members of the NGO.

The target is to expand either with one extra local course or KA2 mobility once a year to keep international networking active.

To keep a constant flow of visitors in the coliving while focusing on long term stayings of students, workers, artists, so it can become a “normal renting house”.

TARGETS	INDICATORS
Attract and maintain <b>at least 7 new long-term young inhabitants</b> in Sojuela coliving within 12 months	<ul style="list-style-type: none"> <li>- Number of new young inhabitants registered in coliving</li> <li>- Average duration of stay per inhabitant</li> <li>-% increase in coliving occupancy rate</li> </ul>
3 new youth-led rural businesses supported within 12 months	<ul style="list-style-type: none"> <li>- Number of counselling sessions delivered to youngsters</li> <li>- Number of visits to the webpage with resources</li> <li>- Number of youth-led rural businesses initiated or strengthened through NGO support</li> </ul>
Engage <b>50 young people</b> in personal development and entrepreneurship courses per year	<ul style="list-style-type: none"> <li>- Number of Erasmus+ mobilities successfully implemented</li> </ul>
1 itinerant summer school (2 weeks) successfully implemented with at least 50 participants	<ul style="list-style-type: none"> <li>-Application submitted and approved for Rutea program</li> <li>-Number of partners confirmed</li> <li>-Number of youngsters participating</li> <li>-Participant feedback ratings on learning and experience</li> </ul>
100 young people engaged annually in non-formal education activities	<ul style="list-style-type: none"> <li>- Number of Erasmus+ projects implemented</li> <li>-Number of local courses organised</li> <li>-Number of partner-led activities joined by youths</li> <li>-% of participants reporting skill acquisition in evaluations</li> </ul>
Engage 30 youth engaged as volunteers, interns, helpers, or monitors annually	<ul style="list-style-type: none"> <li>-Number of interns recruited</li> <li>-Number of helpers, collaborators, monitors engaged</li> <li>-Volunteer satisfaction survey results</li> </ul>

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	<ul style="list-style-type: none"> <li>-Retention rate of volunteers for subsequent activities</li> </ul>



c) Iceland

TARGETS	INDICATORS
Annual program with <b>at least 5 different fields or skills-based activities</b> developed based on children's interests	<ul style="list-style-type: none"> <li>- Number of fields/skills identified</li> <li>- Number of children surveyed for interests and talents</li> <li>-Number of distinct activities included in annual schedule</li> <li>- % of children participating in multiple activities</li> </ul>
Integrate <b>3 personal development methods</b> into annual activities and ensure <b>staff trained in at least 2 new methods annually</b>	<ul style="list-style-type: none"> <li>- Number of personal development methods identified and used</li> <li>- Number of institutional collaborations for personal development guidance</li> <li>- Number of staff members trained in new methods</li> </ul>
Implement <b>at least 2 interpersonal development activities/projects annually</b> in collaboration with Erasmus methods or cooperation projects	<ul style="list-style-type: none"> <li>-Number of cooperation projects implemented</li> <li>-Number of interpersonal development activities conducted</li> <li>-% of children reporting improved social skills in evaluations</li> </ul>
Establish a network of <b>at least 5 experts or professional institutions</b> supporting NGO activities within 12 months	<ul style="list-style-type: none"> <li>- Number of teachers/experts engaged</li> <li>-Number of institutions formally collaborating (e.g. schools, talent scouts, job coaches)</li> </ul>
Obtain <b>at least 1 governmental grant or funding source annually</b> to sustain programs	<ul style="list-style-type: none"> <li>- Number of funding proposals submitted</li> <li>-Amount of funding received per year</li> <li>-Number of programs financed through new funding</li> </ul>
Design completed and <b>multipurpose area built or renovated within 24 months</b> to accommodate planned activities	<ul style="list-style-type: none"> <li>-Number of activities requiring specific spaces identified</li> </ul>



- Completion status of multipurpose area design (blueprints, permits)
- Construction/renovation completion date
- Number of activities implemented in the new space after completion



## CHAPTER VI

### MONITORING AND EVALUATION

a) **ROMANIA**- Monitoring and Evaluation will ensure that project activities are implemented effectively, objectives are achieved as planned, and outcomes generate sustainable impact for youngsters in the rural area of Iasi county and surrounding municipalities.

#### 1. Monitoring framework

**Monitoring will focus on:**

- **Process indicators** – tracking whether activities are conducted as scheduled (e.g. number of meetings, trainings, beneficiaries selected).
- **Output indicators** – measuring immediate results (e.g. number of youngsters enrolled, number of equipment purchased).
- **Outcome indicators** – assessing medium-term changes (e.g. skills gained by youngsters, employment facilitated).

**Tools and methods:**

- Activity progress checklists
- Monthly and quarterly activity reports
- Attendance sheets for workshops, courses, and meetings
- Procurement records and inventory lists
- Social media and outreach analytics
- Partnership and internship agreements

**Frequency:**

Monitoring will be conducted on a **monthly basis** by the project coordinator, with quarterly review meetings involving the entire team to analyse progress and adapt plans as needed.

#### 2. Evaluation framework

**Evaluation will assess:**

- **Relevance:** Were activities addressing the real needs of the youngsters?
- **Effectiveness:** Were targets met for each objective (e.g. number of youngsters trained, internships facilitated)?
- **Efficiency:** Were resources used optimally to achieve results?
- **Impact:** What changes occurred in beneficiaries' skills, confidence, and employability?
- **Sustainability:** Will the center's activities continue to benefit youngsters after the project period?

**Methods:**

- Pre- and post- questionnaires applied to youngsters to measure knowledge, skills, and satisfaction.
- Semi-structured interviews with beneficiaries, trainers, and teachers.
- Feedback forms from partners and internship providers.
- Analysis of employment and internship placement rates.
- Internal evaluation workshops with staff to review lessons learned and improve future programs.

**Frequency:**

- **Mid-term evaluation:** conducted halfway through the project (e.g. 6 months) to adjust strategies.
- **Final evaluation:** at the end of the implementation period to assess overall achievement of objectives and impact.

The M&E system is an integral part of this project, ensuring that objectives are met efficiently while continuously learning and improving. This structured approach will maximise the impact and sustainability of the youth center initiative in Iasi county and neighbouring communities.

b) **SPAIN** - Every 6 months we are to make the questions: Why? What for and Why now?

#### Monitoring Approach

- **Ongoing tracking of activities and outputs** based on the implementation of strategic directions.4

- Tracking the number and type of activities conducted (coliving initiatives, personal development courses, Erasmus+ mobilities, Rutea summer school).
- Recording participation data including number of youths, collaborators, and community members involved in each activity.
- Documenting resources developed (webpages, services promoted, itineraries created) and their usage statistics.

**Responsible team members** will maintain:

- **Attendance lists** for each training, course, or event.
- **Activity reports** summarising implementation status, successes, and challenges.
- **Regular updates** to internal databases for coliving occupancy, youth participation, and partnerships.

Monitoring will be conducted **monthly for operational activities** and **quarterly for strategic review**, ensuring alignment with the NGO's mission.

#### **Evaluation Approach**

- **Mid-term evaluation** (every 6 months) to:
- Assess progress towards objectives such as increasing young inhabitants in coliving, delivering personal development courses, and implementing Rutea.
- Identify challenges or deviations and adapt implementation plans accordingly.
- Evaluate levels of engagement of youth workers, volunteers, and partners.

#### **Annual evaluation to:**

- Measure overall impact on rural revitalisation and youth empowerment goals.
- Assess effectiveness of Erasmus+ courses and local trainings in building skills and motivation among youth.
- Analyse qualitative data such as feedback from students, young professionals, collaborators, and community stakeholders.
- Determine sustainability of activities such as coliving as a permanent "normal renting house" and Rutea summer schools as annual programs.

#### **c) Iceland**

Monitoring will be **continuous and systematic**, focusing on:

##### **1. Activities implementation**

- Tracking the completion of planned actions under each objective:
- Number of fields/skills defined and integrated into activities
- Number and type of annual activities conducted
- Number of staff trainings completed
- Number of children and youth engaged per activity

##### **2. Outputs delivered**

- Documentation of:
- Annual activity schedules developed and shared
- Personal and interpersonal development methods identified and implemented
- Institutional collaborations established
- Multipurpose area design and construction progress

##### **3. Resource utilisation**

- Monitoring usage of human resources (staff, trainers, experts)
- Financial tracking of funds used for program activities and infrastructure development
- To what extent have the objectives been achieved?

Examples:

- Were at least 5 fields or skills integrated into activities as planned?
- Did the NGO implement interpersonal development projects with Erasmus methods?
- Was the multipurpose area built or renovated within the planned timeframe?



**Evaluation will focus on assessing:**

**1. Effectiveness**

- To what extent have the objectives been achieved?

Examples:

- Were at least 5 fields or skills integrated into activities as planned?
- Did the NGO implement interpersonal development projects with Erasmus methods?
- Was the multipurpose area built or renovated within the planned timeframe?
- Were resources used optimally to deliver planned outputs?

**2. Efficiency**

- Were resources used optimally to deliver planned outputs?

**3. Impact**

- How have programs contributed to personal and social development of children and youth?
- What changes occurred in staff competencies after further education and training?

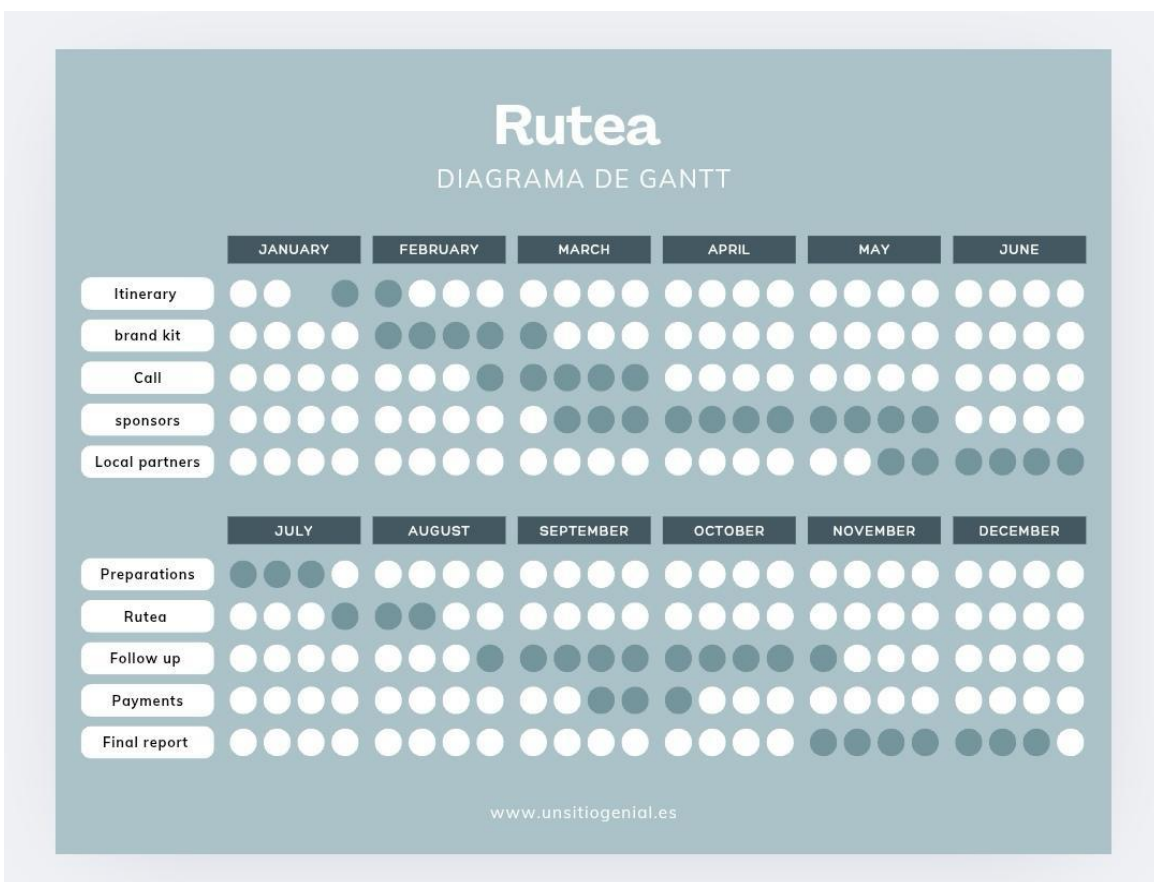
**4. Sustainability**

- Has the NGO built stable networks of experts and institutions for ongoing program delivery?
- Is funding secured to maintain and expand activities?

## CHAPTER VII

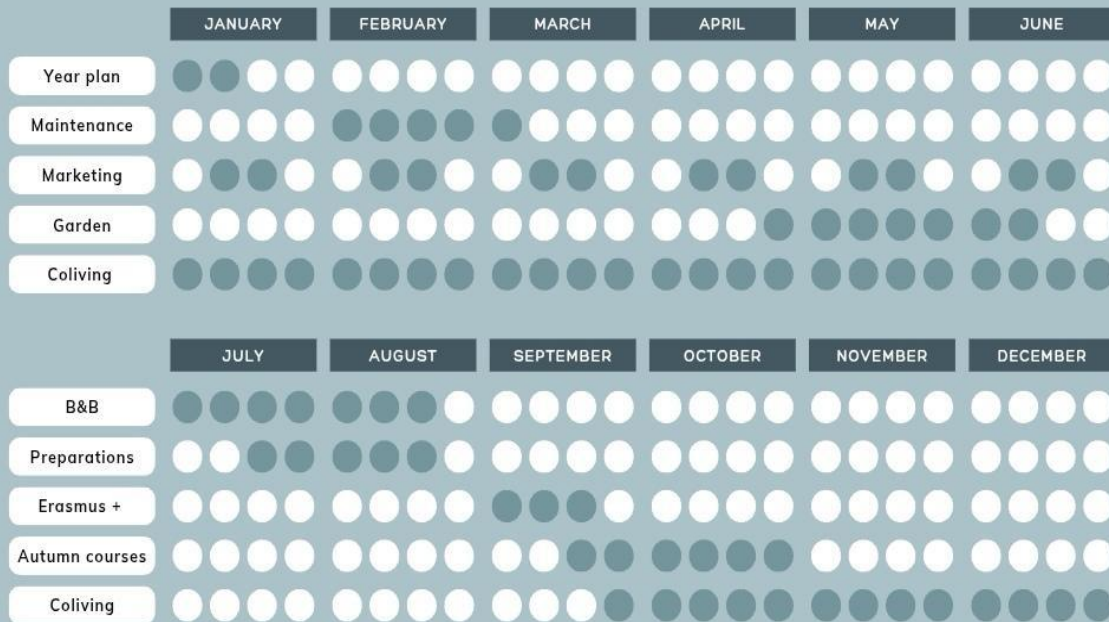
### ANNUAL PLANNING OF ACTIVITIES (GANTT CHART)

*Spain*

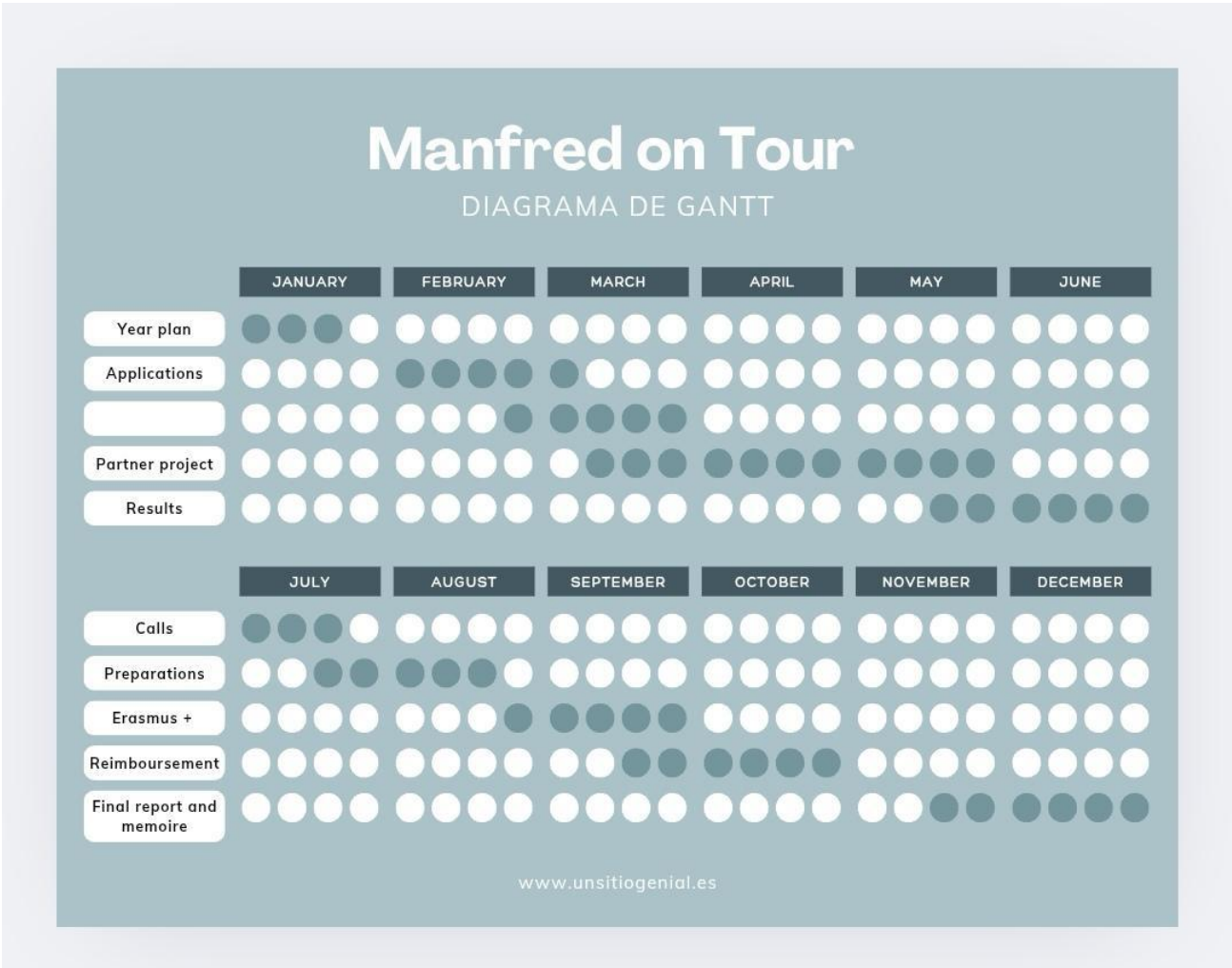


# Coliving Sojuela Joven

## DIAGRAMA DE GANTT



[www.unsitiogenial.es](http://www.unsitiogenial.es)



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## *Romania*

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Activities	M 1	M 2	M 3	M 4	M 5	M 6	M 7	M 8	M 9	M 10	M 11	M 12	M 13	M 14	M 15	M 16	M 17	M 18	M 19	M 20	M 21	M 22	M 23	M 24
Submitting space requests to territorial administrative units																								
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Creating job description																								





# Iceland



GANTT – Iceland – Sep. 2025 until Aug. 2026

Activities	L 1	L 2	L 3	L 4	L 5	L 6	L 7	L 8	L 9	L 10	L 11	L 12
<b>Program</b>												
Define different fields or skills												
Analyze children's interests and talents												
Develop an annual activity schedule												
Investigate methods												
Work with institutions (e.g. talent scout)												
Further education for staff members												
Methods from ERASMUS program												
Work on cooperation projects												
<b>Network and finance</b>												
Get teachers/ experts of different fields												
Find professional institutions												
Get fundings/ governmental support												
<b>Multipurpose space</b>												
Define activities												
Design and execute multipurpose area												



The **common themes and connections** across the strategic directions of the **Romanian, Spanish, and Icelandic** NGOs:

- All three NGOs are committed to **empowering young people**, especially in less developed or rural contexts.
- **Revitalizing or supporting rural areas** through infrastructure, programs, or opportunities.
- Encourage **entrepreneurial mindsets** and **idea creation**, especially in youth and rural populations.
- Strengthening the **internal capacity** and **sustainability** of the NGO as a foundation for external impact.

**In conclusion, all three organizations have the following objectives in common:**

- Youth empowerment and education
- Rural development and engagement
- Entrepreneurship and idea generation
- Building internal strength and external partnerships