CREATIVE EUROPE (2014-2020)
Culture Sub-programme
Calls for proposals:
EACEA 45/2016: Support for European cooperation projects

PROJECT PROPOSAL
European Youth Network on Inclusive Culture:
from Idea to Development
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1. MAIN OBJECTIVES OF THE PROJECT AND RATIONALE OF THE PROJECT

The EUROPEAN YOUTH NETWORK ON INCLUSIVE CULTURE: FROM IDEA TO DEVELOPMENT project aims at creating and making sustainable a juvenile networking in the field of theatre and performing arts.

The main objectives are respectively:

✓ The building of the networking, gained thanks to the active cooperation of the entire partnership;
✓ The design and development of a specific business and management model connected to the networking itself in order to make it sustainable for the future, over the project duration;
✓ The design and development of a managerial model focused on multicultural approach in order to give challenging answer to the prior phenomena connected to immigration;
✓ The development and the pilot testing of the above mentioned management/business model in order to verify the capacity of the purposed model during experimentation;
✓ The creation of a dynamic “cultural platform” based on the valorization of diversity and of intercultural dimension for an inclusive society;
✓ Promote and support the engagement of youngsters for a better world and for a comprehensive respect of right of citizenship for each person everywhere.

2. RELEVANCE TO THE PROGRAMME PRIORITIES

EUROPEAN YOUTH NETWORK ON INCLUSIVE CULTURE: FROM IDEA TO DEVELOPMENT is a project proposal focused on the creation and development of a juvenile networking engaged in performing arts. In details, the project will permit the realization of activities that can support young cultural professionals to gain new professional and managerial skills in order to foster building capacity of cultural and creative sectors and to valorise young artistic performances as a means of mutual cultural understanding, intercultural inclusion, reflection on European cultural diversity on common values.

The networking will be engaged in realizing inclusive activities connecting to immigration, following an intercultural approach and valorizing different cultures in the field of theatre and, more in general, in the field of performing arts.

The followed approach is based on the assumption that, fostering the development of intercultural competences for managers working within cultural and theatre network/companies, enhancing the inclusive power of arts, experimenting new languages, new contaminations and fusion, as well as exchanges between different cultures, are all key activities and strategic capabilities for reinforcing the capacity building of the cultural sector in general.

Furthermore, promoting inclusion in cultural management and testing new and innovative models of non-conventional financing and sustainability regarding artistic and cultural
works’ production, management and circulation represent fundamental topics for the growth of everyone and for developing tangible new managerial and business models reproducible, transferable and sustainable.

For all the above mentioned peculiarities, the project is strongly related to the priority **Capacity Building: New business models**. Secondary, considering the focus of the project on performing arts, **audience development** is the second followed priority because of the realization during the project of a panel of different performances both in conventional and unusual locations/sites. Finally, the EUYN project is strongly connected to a third priority that is **Capacity Building: Training and Education**, considering training and education activities as an incentive to support changes in acting, new professional behaviors, specifically related to multicultural and diversity management.

### 2.1. Describe the project’s strategy towards implementing the selected priorities

The project is based on the prior assumption that theatre is a meaningful art for the building of conscious citizens, for the engagement of youngsters in the "things of the world" and it’s a powerful way for creating tolerant people, developing projects and activities finalized to understand the cultural diversity of populations. During the project, the involved partnership will manage the following main actions, in order to gain the expected results:

1. Selection of a group of young people (native and local immigrants), which will be members of the new EUYN - EUROPEAN YOUTH NETWORK ON INCLUSIVE CULTURE;
2. Training of EUYN’s young people (one selected group of young artists in each partner country);
3. Training of managers and future managers in order to strength their multicultural managerial skills and approaches;
4. Realization of travelling theatrical performances in order to promote the newly formed EUYN;
5. Realization of educational activities (laboratories) involving schools, volunteers associations, cultural associations, youth centers and shelter centers for immigrants and refugees to promote the EUYN inclusive projects and activities, giving a concrete support to needy people;
6. Planning of a non-conventional fundraising campaign (e.g. crowd funding).

In general, through the project, the partners will promote:

- Cultural management and artistic inclusion for marginalized groups;
- International cooperation and networking;
- Promotion of new professional skills for inclusive culture of management.

### 3. CONSORTIUM OF THE PROJECT

The consortium consists of ACCADEMIA NAZIONALE DELLE ARTI (IT), EYNCRIN NETWORK (BU) and DARE NETWORK (BE).
3.1. ACCADEMIA NAZIONALE DELLE ARTI

The National Academy of the Arts was founded in 2000 in Rome. It is a non-profit association with the aim to promote art and culture as a means of development of young people and of people. The Artistic manager is Federica Tatulli, actress and director.

Currently it is composed of eminent persons from the world of visual arts, music and theatre, and it is promoting important cultural and artistic events that put it at the heart of national and international cultural life.

The Academy organizes advanced training courses in acting for cultural professionals of Film, Theatre and Performing Arts sectors. They offer to the participants the opportunity to acquire new skills and improve their employability in cultural and creative fields. The Academy offers formal learning paths (courses, meetings, internships), non-formal activities (labs and performances open to the public), live performances. The Academy is also the seat of EUTHECA THEATRE.

The Accademia will be in charge for project management activities, defining a detailed work plan to be shared and validated by the other partners during the kick-off meeting, preparing all the formal documents the Commission requires in order to subscribe the contracts and assign the financing to the applicant itself, monitoring and evaluating activities and results of the project, controlling the total budget.

It will be engaged in selecting and training a group of 8-10 young artists interesting in taking part in the EUYN networking in Italy, in realizing the final performance in Italy and the 5 encore performances in Bulgaria, Belgium, Austria, Serbia and Montenegro. It will be engaged in laboratories for schools, youth centres, shelter centres for immigrants and refugees, flash mobs, ephemeral installations, etc. with the aim at promoting inclusive culture and developing the audience. It will be responsible for the crowd funding campaign too.

3.2. EYNCRIN NETWORK

EYNCRIN aims at development creative thinking and innovative approach among young people in Europe. It works on creating an inspiring environment for youth to meet their needs and encourage their creative expression.

The EYNCRIN maintains a Creative Education Center for Arts and Culture, Forum Theatre Lab and a network of Film Literacy Youth Clubs. EYNCRIN seeks to develop responses to help those in the performing arts, museums, libraries and other cultural organizations build environments where new management and program ideas are created, shared, evaluated and the best ones are successfully put to work.

It grows to more than 33,500 members in 27 countries in Europe.

EYNCRIN will be in charge for communication, diffusion and dissemination plan, that will be very important in order to promote inclusive culture and sustainability. The dissemination strategy includes web site development, newsletters, banner, social media marketing and foresees innovative activities such as urban pic-nics, ephemeral installations, flash mobs.
It will be engaged in selecting and training a group of 8-10 young artists interested in taking part in the EUYN networking in Bulgaria, in realizing the final performance in Bulgaria and the 5 encore performances in Italy, Belgium, Austria, Serbia and Montenegro. It will be engaged in laboratories for schools, youth centres, shelter centres for immigrants and refugees, flash mobs, ephemeral installations, etc. with the aim at promoting inclusive culture and developing the audience.

3.3. DARE NETWORK

DARE is a Europe-wide network of NGOs and other organisations devoted to raise the profile of Education for Democratic Citizenship (EDC) and Human Rights Education (HRE), promote transcultural and transnational cooperation, and enhance the quality of education within these fields.

It aims at achieving recognition, visibility and adequate resources for EDC and HRE as a core obligation for the formal and non-formal education systems throughout Europe.

The network currently consists of 48 members from 26 countries in Europe.

DARE will be in charge for defining the training path for multicultural managerial skills for an European inclusive culture. The training approach will privilege cooperative learning, active training methods, best practices analysis, team work. The training path will be implemented in 3 edition in the three partner countries and the trainees will be the 25-30 young artists selected for being members of the EUYN networking for inclusive culture.

DARE will be engaged in selecting and training a group of 8-10 young artists interested in taking part in the EUYN networking in Belgium, in realizing the final performance in Belgium and the 5 encore performances in Italy, Bulgaria, Austria, Serbia and Montenegro. It will be engaged in laboratories for schools, youth centres, shelter centres for immigrants and refugees, flash mobs, ephemeral installations, etc. with the aim at promoting inclusive culture and developing the audience.

4. WORK PACKAGES, MAIN ACTIONS OF THE PROJECT AND PARTNERS’ RESPONSIBILITIES

Table 1 – Structure of the EUYN project

<table>
<thead>
<tr>
<th>NUMBER</th>
<th>WORK PACKAGE</th>
<th>ACTION</th>
<th>LEAD PARTNER</th>
<th>INVOLVED.Partners</th>
<th>DURATION (MONTHS)</th>
<th>OUTPUT</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>PROJECT MANAGEMENT</td>
<td>COORDINATION OF ALL PROJECT’S ACTIVITIES</td>
<td>ACCADEMIA NAZIONALE DELLE ARTI (IT)</td>
<td>ALL PARTNERS</td>
<td>M1-M24</td>
<td>FINAL REPORT OF THE REALIZED ACTIVITIES</td>
</tr>
<tr>
<td>2</td>
<td>BUILDING OF EUYN NETWORKING FOR INCLUSIVE CULTURE</td>
<td>OPEN CALL FOR YOUNGSTERS</td>
<td>ACCADEMIA NAZIONALE DELLE ARTI (IT)</td>
<td>ALL PARTNERS</td>
<td>M2-M4</td>
<td>SELECTED GROUPS OF YOUNG ARTISTS IN THE DIFFERENT PARTNER</td>
</tr>
<tr>
<td>COUNTRIES</td>
<td>TRAINING ON MULTICULTURAL MANAGEMENT</td>
<td>DARE NETWORK (BE)</td>
<td>ALL PARTNERS</td>
<td>M4-M6</td>
<td>SELECTED GROUPS OF YOUNG ARTISTS IN THE DIFFERENT PARTNER COUNTRIES</td>
<td></td>
</tr>
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<td></td>
</tr>
<tr>
<td>COUNTRIES</td>
<td>TRAINING FOR FINAL PERFORMANCE</td>
<td>ACCADEMIA NAZIONALE DELLE ARTI (IT)</td>
<td>ALL PARTNERS</td>
<td>M6-M13</td>
<td>PREPARATION OF THE FINAL PERFORMANCE</td>
<td></td>
</tr>
<tr>
<td>COUNTRIES</td>
<td>ACTIVITIES OF EUYN NETWORKING FOR DIFFUSION OF INCLUSIVE CULTURE AND SUSTAINABILITY</td>
<td>REALIZATION OF LABORATORIES FOR SCHOOLS, YOUTH CENTRES, SHELTER CENTRES FOR IMMIGRANTS AND REFUGEES, REALIZATION OF FLASH MOBS, EPHEMERAL INSTALLATIONS, ETC.</td>
<td>ACCADEMIA NAZIONALE DELLE ARTI (IT)</td>
<td>ALL PARTNERS</td>
<td>M8-M24</td>
<td>REPORT OF THE CAMPAIGN AND RESULTS</td>
</tr>
<tr>
<td>COUNTRIES</td>
<td>REALIZATION OF A CROWDFUNDING CAMPAIGN FOR FUTURE SUSTAINABILITY OF THE NETWORK OVER THE FINANCING</td>
<td>ACCADEMIA NAZIONALE DELLE ARTI (IT)</td>
<td>ALL PARTNERS</td>
<td>M4 (Action Learning) + M11-M24</td>
<td>REPORT OF THE CAMPAIGN AND RESULTS</td>
<td></td>
</tr>
<tr>
<td>COUNTRIES</td>
<td>COMMUNICATION, DIFFUSION AND DISSEMINATION</td>
<td>COMMUNICATI ON, DIFFUSION, DISSEMINATION</td>
<td>EYNCRIN (BU)</td>
<td>ALL PARTNERS</td>
<td>M1-M24</td>
<td>DISSEMINATION PLAN, DISSEMINATION REPORT</td>
</tr>
<tr>
<td>COUNTRIES</td>
<td>QUALITY AND EVALUATION</td>
<td>MONITORING AND EVALUATION OF EACH ACTIVITY AND RESULT OF THE PROJECT</td>
<td>ACCADEMIA DELLE ARTI (IT)</td>
<td>ALL PARTNERS</td>
<td>M1-M24</td>
<td>QUALITY AND EVALUATION PLAN, QUALITY AND EVALUATION FINAL RE</td>
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### 3.1. Preparatory activities and project management

In order to share a common project proposal to submit within the Creative Europe Call, and in order to organize the start up of the project in case of financing, the partners have shared the project plan and objectives, defining them on the basis of a common tool, the Logic
Frame Matrix, in order to define the project architecture according to a WORK BREAKDOWN STRUCTURE.

The applicant will be in charge for defining a detailed work plan to be shared and validated by the other partners during the Kick-off meeting (M1), that will be held in Italy. The Coordinator will also in charge for preparing all the formal documents the Commission requires in order to subscribe the contracts and assign the financing to the applicant itself. The relations between the applicant and other partners will be regulated by a specific partnership agreement that will be signed by the different participating organizations.

Moreover, during the preparatory phase, each partner has worked to involve other actors/organizations able to cooperate in the project activities realization, supporting them during implementation and dissemination too. These supporters are cultural associations, public bodies, local stakeholders, European stakeholders (referring to the members of EYNCRIN and DARE NETWORK that have members in 28 all over Europe).

Finally the applicant will structure the risk management policy scheme, to be shared during the first international meeting in Todi, Italy (M1), necessary to share the responsibilities of each involved partner, as described below.

As far as the budget, the detailed one will be shared and validated by the partners during the kick-off meeting.

The CONTROL OF THE BUDGET will be ensure by the Coordinator ACCADEMIA NAZIONALE DELLE ARTI. The budget is assigned to each partner depending on the planned activities, coherently with the detailed work plan. Its control will be realized, stimulating a continuous cooperation and responsibility of the entire partnership for obtaining the expected results. The monitoring of the implemented activities and the verification of their state of the art in comparison with the planned work plan will guarantee the development of the project and the recognition of sufficient recourses for each organization involved.

In order to control the budget and allocated recourses, the Project Management Group (composed by a referent of each partner and that will be managed by the Applicant) will cooperate with the Administrative staff of each partner organization, producing periodical reports.

As far as TIME MANAGEMENT, it will be realized by the Coordinator according to the timeline of the project defined in the attached GANTT. The control of timeline and work processes will be realized periodically and discussed with the partner during transnational and virtual meetings (if necessary).

3.2. Work breakdown structure

WP1 - PROJECT MANAGEMENT (M1-M24)

This activity aims at controlling the regular development of the projects, its state of the art, respecting the defined and shared timeline. Responsible for the phase is the applicant ACCADEMIA NAZIONALE DELLE ARTI (IT). During the EUYN project the partners will realize
transnational meetings in order to share all decisions connected to the implementation of the project’s activities themselves. The international meeting will be managed as follows:

- Kick-off meeting in Todi, Italy (M1) for project’s start up and activities planning, according to a shared detailed work plan, definition of responsibilities and time management. During the kick-off meeting, format and detailed structure of the training path focused on multicultural and diversity management in cultural sectors will be presented and shared among partners. The path will be one of the deliverable of the project for diffusion, dissemination, capitalization and transferability.
- Meeting in Plovdiv (BU) (M6) in order to make a first balance related to the results of the training sections on multicultural and diversity management. During this meeting the partners will shared the format of the final performance that will be focused on the main concepts of respect of diversity, tolerance, human dignity, multicultural identity, European and Global citizenship. The final performance will be composed by different units in order to generate a “polyphonic show”.
- Meeting in Todi (IT) (M18) in order to verify the state of the art of the project.
- Final meeting in Bruxelles (BE) in order to manage the formal closing of the project (M24).

WP2 - BUILDING OF EUYN NETWORKING FOR INCLUSIVE CULTURE (M2-M13)

This phase is the central one in the project because it is aimed at the creation of the EYUC Networking for inclusive culture. The excited main activities will be the following:

2.1. Selection of the target (M2-M4)

In details, referring to the prior beneficiaries of the project, who are the youngsters themselves, all partners will be engaged in selecting a group of 8-10 people interesting in taking part in the EUYN networking. During the kick-off meeting (M1) the partners will decide together what kind of requisites these potential members should have and what kind of selection process the partnership has to implement, that will be have to vary depending on the different contexts. Anyway, the selection process could be organized by an open call, involving all local actors/stakeholders. An ad hoc communication will be shared among partners that will be disseminate by:

- Mailing;
- The creation of a FB group, a Twitter Group and a LinkedIn group;
- The publication of the communication on the main page of the by the Applicant implemented EYUC website.

Each partner will involve a communication expert for giving the maximum visibility a local, as well as European level.

As far as the evaluation process connected to selection, the young artists will pass an audition (prose, poetry, improvisation).
The assessment phase will be structured in 30’ for each participant. The assessment will be managed by a Commission composed by the 3 Art Directors representing the partners. The expected selected young artists will be about n. 25 and they will be the first members of the new EYUC network.

2.2. Training for multicultural managerial skills for inclusive culture (M4-M6)

The training path for future multicultural managers will be organized starting from M4. The trainees will be the 25-30 young artists selected for being members of the EUYN networking for inclusive culture. During the kick-off meeting (M1), the partners will validate the detailed learning and training programme that will be disseminate through the above mentioned communication channels just for selection process.

The training path will be focused on multicultural and diversity management and on the importance of these particular dimension for an inclusive European culture.

All the partners are extremely experienced in the field and have the competences and professional resources for directly managing this training.

2.2.1. Structure of the training path focused on multicultural and diversity management

The detailed structure of the training path on multicultural and diversity management will be developed and validated by the partners during the kick-off.

The main contents of the path will be the following:

1. The foundations of a multicultural approach
2. The concept of multicultural management
3. The concept of Diversity Management
4. The panel of competences for acting following a multicultural approach
5. Multicultural approach and HR management
6. Multicultural team creation and management: how to proceed
7. The multicultural and diversity management in the cultural sectors: best practices and success case histories
8. The contribution of performing arts and theatre for the diffusion of an inclusive culture: designing and developing multicultural performances and events
9. Communicating multiculturalism: communication strategies for new diversity and intercultural mangers
10. Financing multicultural performances and inclusive events: fund raising for cultural managers

The detailed articulation of the training path will become one of the deliverables of the EUYN project. The quality of the training path will be monitoring and evaluated in coherence with the quality plan of the project (see detailed description in the specific following section). At the end of the experimentation a final complete report will be realized, managed by the applicant in cooperation with all the other partners.
2.2.2. Methodology

The training approach will privilege cooperative learning, active training methods, best practices analysis, team work connected to concrete projects that the participant have to realize. For example, in relation to point 10 - “Financing multicultural performances and inclusive events: fund raising for cultural managers”, the participants in the different partners countries will cooperate together for launching a crowd funding campaign for supporting the EUYN first performance that will be the result of the common work of the networking and will constitute another deliverables of the project itself.

The training path will be implemented in 3 edition in the different partner countries. The estimated duration will be about 200 hours (150 hours of formal learning, plus other 50 hours for realizing an action learning focused on the main learning objectives as described above and connected to final performance and its sustainability).

2.3. Design and development and realization of the EUYN first performance around Europe for inclusive culture (M6-M13)

The performance will constitute the cooperative production for an inclusive culture thought and developed and acted by the young artists members of the EUYN Networking. The show will be performed in the different partner countries and in other countries (almost 3), in order to disseminate the project results and in order to enlarge the composition of the EUYN networking itself. The main focuses of the performance will be strongly connected to human right respects, multiculturalism, global citizenship, tolerance, multicultural identity, valorization of diversity, all key themes for UE Commission.

The final performance will represent one of the deliverable of the EUYN project and it will be realized by the partner countries, as well as in other locations abroad by other different countries (Serbia, Montenegro, Austria), because it represents a concrete way to disseminate project’s results and outcomes and it represents a concrete way to enlarge the EUYN Networking with new members in Europe.

As mentioned above, the final performance will be a “polyphonic show”, developed and acted by the different group of young artists selected and trained in the different partner countries.

The training of the different groups of young artists will have a duration of 7 months. The training will start at M6 and will finish about at M13.

The format of the cooperative show will shared during the kick-off meeting, but, in order to organize the final polyphonic performance, a learning mobility in Italy by the Applicant will be realize by the youngsters and the artistic Directors of the partners at M12. The mobility will have a duration of one week.
In order to make the EYUC networking sustainable for the future and to actively work for the diffusion of a real inclusive culture, a panel of different activities will be implemented by the partners in each context, with the aim of make visible the juvenile networking itself.

4.1. Realization of laboratories, flash mobs, ephemeral installations, etc. (M8-M24)

1) Realization of laboratories focused on theatre and different theatrical approaches and method for youngsters and students of any age, from childhood to adults. According to the main objectives of the project and its purposes, theatre is considered as a powerful way to empower people, for supporting creativity, wellness, positive growth, self-confidence and social inclusion. Theatre could play a strategic role for cooperation, active participation and for the construction of common inclusive storytelling, a fundamental part of identity.

EYUN Networking will realize these laboratories in cooperation with schools, youth centres, shelter centres for refugees and immigrants.

2) Realization of flash mobs along the streets as well as in squares, parks, unusual sites in the cities, in order to involve citizens and make them aware about the prior theme of “to be a citizen of the world as right of everyone”.

3) Realization of ephemeral installations in cooperation with schools and local stakeholders in order to sensitize citizens toward respect and tolerance.

4) Realization of “urban pick-nics” open to all citizens animated by improvisations acted by the juvenile artists connected to the main theme focus of the project (inclusive culture).

4.2. Realization of a crowd funding campaign (M11-M24)

Launching and testing of a crowd funding campaign managed by the trained multicultural managers of the EYUN network in order to financially support the network activities and the development of new cooperative projects for inclusive culture’s dissemination. The crowd funding campaign will be realized for financing first of all the final performance, and for supporting the networking after the end of the project and its UE financing. Responsible for the crowd funding campaign that will have a duration of 13 months (see the attached Gantt) will be the Applicant, ACCADEMIA NAZIONALE DELLE ARTI (IT), in cooperation with all partners.

The main steps of the campaign will be the following:

- DESIGN OF THE CAMPAIGN: 1) description and presentation of the project; 2) identification of the “right” platform; 2) definition of the crow funding model (donation, donation reward, etc.): definition of prior targets, etc.;

- DEVELOPMENT OF THE CAMPAIGN: implementation step and integration with all selected communication channels, most of all the social media;
- MONITORING AND EVALUATION OF THE CAMPAIGN: the monitoring and evaluation will be realized within the quality plan of the project. The monitoring will be a strategic activity in order to evaluate the state of the art and the progress of the campaign, as well as its results in terms of donated resources.

We underline that within the training path on multicultural and diversity management in artistic sectors (WP2) there will be an ACTION LEARNING about Financing multicultural performances and inclusive events: fund raising for cultural managers.

In general, it is worthwhile to consider that the EUYN network will foster the continuous involvement and engagement of local and national stakeholders, that will constitute an important issue for defining shared strategies and supporting future sustainability widening of the network.

WP4 – COMMUNICATION, DIFFUSION AND DISSEMINATION PLAN (M1-M24)

In order to disseminate the project's activities and results, the partners will share a communication, diffusion and dissemination plan, during the kick-off meeting (M1). Considering the relevance of the diffusion and dissemination activities, for the EUYN project, the partners have shared a first proposal during the preparative activities. The diffusion and dissemination plan will have a duration of 24 months, as the project itself.

The main target to whom the partner will disseminate the project's results and outcomes, will be, respectively:

1) YOUNG ARTISTS (THEATRE AND PERFORMING ARTS IN GENERAL)

They represent the prior target and direct beneficiaries of the project because they constitute the effective members of the new EUYN Network. According to a multicultural approach, the participation in the network by young artists coming from different countries, with an immigration backgrounds is strongly hoped.

2) STAKEHOLDERS

The project aims at implementing cooperative activities in the field of theatre and performing arts supporting a common cultural dimension based on social inclusion, according to the European Modernization Agenda, and the development of a advanced economy based on sustainable inclusive growth for everyone. They will be public administrators, referents of IFP system and youth sector that will be able to capitalize the project pilot action and experiences.

3) CULTURAL ASSOCIATIONS VOLUNTEERING ASSOCIATIONS, ETC.

They will be involved in multiplayer events and performances, i.e. the urban picnic and final theatrical performance in order to ask for their engagement in developing future cooperative inclusive projects in the field of performing arts.

The communication, diffusion and dissemination activities will be realized through different channels in order to maximize visibility and dissemination effects.
The **dissemination strategy** will be as follows:

1) **WEB SITE DEVELOPMENT**

It will be developed and updated during the whole project by each partner under the supervision and coordination of the organization in charge that will be EYNCRIN. Every product and outcomes will be uploaded and will be free accessible. All videos and photos realized during the events will be uploaded. The Applicant will be responsible for its development and updating. Each partner will be in charge for translations (In English, in its own native language) and for uploading relevant materials and resources.

2) **NEWSLETTER**

It will periodically inform about the state of the art of the project, its activities, events and its results. A mailing list will be structured by the Applicant with the cooperation of each partner.

3) **BANNER**

A banner with the logo and graphic layout of the project will be realized for partners' web sites, in order to give to the project the higher visibility.

4) **SOCIAL MEDIA**

A communication campaign will be realized through the best-known social media (Facebook, Twitter, LinkedIn), in order to disseminate information following the "instant communication codes".

5) **URBAN PIC-NIC**

This is one of the unconventional events’ format that the juvenile EUYN Network will realize in order to disseminate its activity and in order to support the diffusion of an inclusive culture creating opportunities for people to stay together, to socialize expressing themselves by artistic languages, artistic contamination and experimentations. Each partners could realize this original format in open and public urban spaces in order to involve citizens.

6) **FLASH MOBS AND EPHEMERAL INSTALLATIONS**

These dissemination activities will make visible the EUYN Network and will be able to revitalize for example “uncomfortable” urban spaces, peripheral areas, locations and sites that it is worthwhile animating for facilitating social aggregation and opportunities of participation against marginalization. Each partner will be engaged in these activities at local/regional level.

In order to guarantee the free access to deliverables, materials and outcomes of the EYUC project, every product will be produced under CREATIVE COMMON LINCENCE.

**WP5 – QUALITY AND EVALUATION PLAN (M1-M24)**

In order to guarantee the achievement of the expected results, all activities and outcomes will be monitored and evaluated according to a quality plan of the project that will be
developed by the Applicant. In order to evaluate, a panel of indicators will be identified. They will be respectively:

- indicators of realization (to verify if all the planned activities and interventions within the detailed work plan will be realized);
- indicators of satisfaction (for each activity, for example, for each performance or inclusive artistic laboratory for youngsters in the different context), the partners will evaluate the satisfaction level of their participants;
- indicators of impact (for example, for each event the partnership will evaluate n. of participants, n. of press news, n. of web news, TV services/spot about the project). In order to measure the obtained impacts, evaluating the capacity of the project to generate changes in the contexts, it will be extremely interesting measure the impacts towards the relevant stakeholders.

**Table 2. Panel of indicators for monitoring and evaluation**

<table>
<thead>
<tr>
<th>INDICATORS</th>
<th>WHEN</th>
<th>OBJECTIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Realisation</td>
<td>From M 1 to M 24</td>
<td>In order to verify the realization of all planned activities.</td>
</tr>
<tr>
<td>(QUANTITATIVE)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Efficacy</td>
<td>From M 1 to M 24</td>
<td>In order to verify the respect of the timeline of the project.</td>
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<td>Results/Objectives</td>
<td>Periodically depending on the</td>
<td>In order to verify the achievement of the expected results and deliverables.</td>
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<td>work plan and on the results to be achieved.</td>
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<td>Efficacy</td>
<td>From M 1 to M 24</td>
<td>In order to verify the balanced use of economic resources in relation to effective costs and quality of obtained results.</td>
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<td>Satisfaction</td>
<td>• In relation to dissemination events</td>
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<td>(QUALITATIVE)</td>
<td>• At the end of the training path on multicultural and diversity management</td>
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<td>• Connected to the evaluation of project web site and its contents.</td>
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<td>• In order to measure the satisfaction level of participants in the laboratories, performances, multiplayer events, etc.</td>
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<td>• In order to measure the satisfaction level of participant in the training path for multicultural managers.</td>
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<td>• In order to evaluate communicability and accessibility of the project’s website.</td>
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<td>Impact</td>
<td>• In relation to multiplayer events and performances</td>
<td>In order to measure the number of participants</td>
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<td>(QUANTITATIVE)</td>
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learning level of the participants in the training path for multicultural and diversity management
- In order to evaluate the results of the communication and dissemination campaign
- In order to evaluate the results of the crowd funding campaign

| Clima (QUALITATIVE) | Periodically, in relation to transnational meetings | In order to verify the cooperation level of the project management group, the capacity of taking common decisions, etc. |

5.1. Expected Impacts

The expected impacts will be strong for participants, participating organizations and most relevant involved stakeholders.

In details they will be strong for PARTICIPANTS in terms of:

- Personal growth and empowerment;
- Professional Growth in the field of performing arts, most of all theatre;
- Development of a multicultural profile and achievement of multicultural competences connected to multicultural and diversity management in performing arts and cultural sector;
- Development of a non formal learning opportunities in line with the European Modernization Agenda and its priorities;
- Definition and experimentation of training opportunities to youngsters in line with long life learning capable to support their entrepreneurial skills development and their employability;
- Personal engagement for the construction of a inclusive society based on active participation of everyone.

FOR PARTNERS ORGANIZATIONS in terms of:

- The design, development and pilot testing of a innovative managerial and business model for cultural sector, based on multicultural and diversity management;
- Experimentation of a shared non-formal learning laboratories on inclusive culture through theatre and performing arts developed on the basis of an unified vision and approach;
- Cooperation for generating value for society and local context as in the field of social inclusion and integration of migrants, their culture and traditions as a part of a common global identity;
- Cooperation for development and testing of formal and non formal integrated learning and training opportunities focused on multicultural management and diversity
management as key competences necessary in each organization context and in complex and “modern” societies;

FOR OTHER ORGANIZATIONS AND RELEVANT STAKEHOLDERS in terms of:

- Implementation of activities with tangible effects regarding the diffusion of a common approach to multiculturalism and to the dissemination of an inclusive culture;
- Reinforcement of relationships among different social actors in order to recognize the value of tolerance, understanding and comprehension of diversity as a richness for everyone and as a basis of modern policies for social innovation;
- Reinforcement of active participation and engagement of citizens for inclusive societies;
- Development of social spirit, social responsibility and civic competences in youngsters;
- Contribution to the reinforcement of the capacity building of the cultural sector and the cultural management.

The desired impacts at local, regional as well as national level are the one described above. In fact, the desired impacts by the partners are strongly tied up to the main objectives of EUROPEAN YOUNG NETWORK FOR INCLUSIVE CULTURE project.

The expected impacts will be measured and evaluated by the Applicant ACCADEMIA NAZIONALE DELLE ARTI (IT), in charge for implementation of the quality plan in cooperation with DARE NETWORK (BE) of the EUYN project. For each realized workshop, educational, recreational activities and events at local level, the partners will evaluate the number of participants, the satisfaction of involved stakeholders, the cooperation and engagement level of citizens and communities. Specific tools within the quality plan will be developed for impacts' evaluation (see Table 2 above). The obtained results will be a part of the final monitoring and evaluation report.

5. DELIVERABLES OF THE PROJECT

The EYUC project will realize deliverables that will remain available and accessible over the project duration. According to the structure of the project, the work packages and main actions, the expected deliverable will be the following:

DELIVERABLE 1 - TRAINING PATH FOCUSED ON MULTICULTURAL AND DIVERSITY MANAGEMENT IN CULTURAL AND ARTISTIC SECTORS

It is the detailed articulation of the training path destined to multicultural and diversity managers. During the project the path will be designed developed and tested by a pilot action. It will represent a deliverable for future sustainability and transferability of the pilot experience.

DELIVERABLE 2 - INNOVATIVE MANAGERIAL MODEL BASED ON MULTICULTURALISM FOR CULTURAL ORGANIZATIONS
It will be disseminate during the project for future capitalization, considering the multiculturalism and the understanding of diversity the challenge for inclusive society.

DELIVERABLE 3 - POLYPHONIC PERFORMANCE FOR INCLUSIVE SOCIETIES AND CULTURE

It is the final show performed by the EUYN NETWORK. In order to support and finance it, during the project the partners will realize a crowd funding campaign (donation crowd funding). The final performance will concretely represent the direct engagement of the juvenile networking in inclusive cultural projects for an inclusive society.
APPENDIX 1. GANTT CHART
APPENDIX 2. LETTERS OF SUPPORT