

ROADMAP

for Establishment of Collaboration/Partnership between Municipalities and Youth Organizations/Social Enterprises



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Introduction

Today's social challenges make us rethink the way we commonly address a problem or a need. Solutions should be sustainable, realistic and, more than ever, a joint effort and a collaboration. This is where this roadmap in specific concentrates its efforts - in simplifying and encouraging partnerships in order to make better use of resources, experience and human resources to achieve a more resilient society through their local communities.

In this scope, the "Roadmap for Establishment of Collaboration/Partnership between Municipalities and Youth Organizations/Social Enterprises" aims to combine the lessons learned from the previous stages of the project and deliver an action plan in form of a checklist that any organization, municipality or any other stakeholder interested in the topic can use to easily adapt and implement to their situation and support the establishment of partnerships. The main aim of this material is to offer supporting documents and instruments to be used in the daily work of the previously mentioned entities and to contribute to successful cooperation.



About the roadmaps

The following roadmaps were created to support the establishment of new partnerships between Municipalities and Youth Organizations/Enterprises. The roadmaps constitute a compilation of information and knowledge gathered throughout the project development.

The tool itself comprises the following Guidebook that acts as an instruction manual to its use, and 2 templates in the form of checklists. These shall promote and ease the implementation of partnerships from/with Municipalities as well as from Youth Organizations/Enterprises in order to create a more coherent and regular process of collaboration on the local level.

The checklists for establishment of collaboration/partnerships are divided in 3 main steps that essentially highlight the preparation and analysis process (Step 1), followed by the actual establishment of contact with the other party (Step 2) and finalized with the implementation of the agreed partnership and its follow-up (Step 3). Every step of the checklist includes checkpoints that guide the process. We recommend, for every checkpoint, the user to be as detailed as possible in order to come up with the most accurate partnership proposal.

The 3 steps are now analyzed in detail through their specific checkpoints. Please keep in mind that some checkpoints are only applicable to one of the templates. For better understanding, please refer to the following map key:

-  Statement from the Checklist for Youth Organizations
-  Statement from the Checklist for Municipalities

Roadmap Guidebook

Step 1 – Analysis: Needs, local context, envisioned impact

Define your target group

In this scope, the “Roadmap for Establishment of Collaboration/Partnership between Municipalities and Youth Organizations/Social Enterprises” aims to combine the lessons learned from the previous stages of the project and deliver an action plan in form of a checklist that any organization, municipality or any other stakeholder interested in the topic can use to easily adapt and implement to their situation and support the establishment of partnerships. The main aim of this material is to offer supporting documents and instruments to be used in the daily work of the previously mentioned entities and to contribute to successful cooperation.

For these reasons, the first step of the process is the definition of the target group to be worked on. This first step is crucial as, depending on the target that is defined, the outcome of the partnership that is yet to be established can vary substantially.

We recommend being as specific as possible with the definition of the target group.

For example, Talsi Municipality has identified the lack of social services for children with disabilities in the region. They have defined this target group as a priority and looked for cooperation partners to address their needs. As a result a successful and sustainable partnership with non-governmental organization “Brīnumiņš” was established. Due to this cooperation children can receive high quality services in their local area.

Analyze the needs and challenges of your target group, local context and municipality

Analyzing the needs and challenges of your target group or local context is essential for understanding the specific issues and designing effective interventions. By gaining insight into their specific requirements, municipalities and youth organizations can better develop strategies that directly address the most pressing issues and provide meaningful support. This is an essential checkpoint also to validate if the intended local action is in line with the current priorities of the local authorities or the current challenges of the local context.

To verify this, we recommend the following steps:

- Get connected with the local community: Conduct interviews, focus groups, or community meetings to gather firsthand information and insights.

- Actively listen to their experiences, concerns, and aspirations to gain a deep understanding of their needs and challenges.
- Analyze the current situation through surveys or questionnaires to collect quantitative data about the target group's needs and challenges. Ensure that the questions are clear, relevant, and address specific areas of concern and have it distributed through as many channels as possible.
- Get support from local experts and/or Stakeholders. These are people that work directly or indirectly with your target group and can support you with valuable insights.
- Review existing research and data related to the target group or the local context. These can provide valuable background information and help identify recurring needs and challenges
- Analyze demographic and socio-economic data if relevant - for example, poverty rates, employment levels, access to resources, among many others that may help you understand the broader context in which the target group operates.
- Engage in study/field visits and observations to get insight of the challenges faced by the community and your target group.

After this analysis you will be able to identify common themes and prioritize needs by looking into patterns, trends and gaps. This analysis will help you identify the most pressing needs that require attention. Keep in mind that it is important to validate the collected data and also that the data is constantly changing so regular reassessments will ensure that interventions and possible partnerships remain relevant and effective.

As an example, Dalarna region identified as their main challenge being to support young people to find jobs and to stay and study/work in the region. Trakai municipality, on other hand, identified the need to promote leisure employment of residents, promotion of small business.

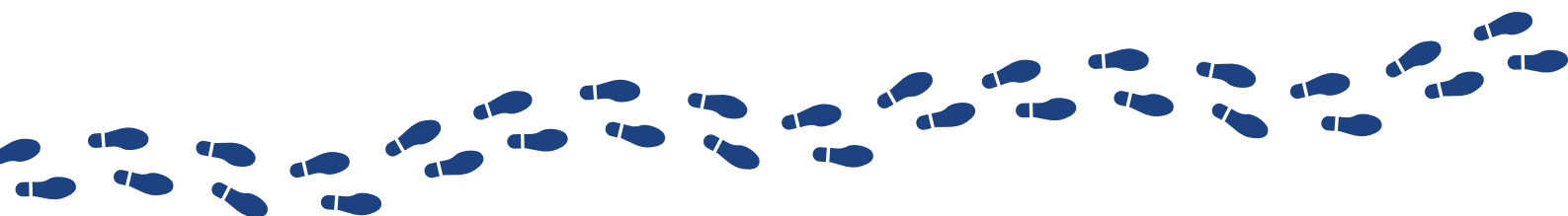
List what you need to surpass these challenges

Now that we know our target group and the issues this specific group faces, we ask you now to deconstruct the social challenges and to list down what you need to surpass these challenges. Consider you will ultimately want to create a partnership with an entity to come up with a solution for the challenge your target group is facing. With this in mind, you have to reflect on what exactly do you need or what are you missing in order to support your target group, hence the need for a partnership.

This identification requires a good knowledge of the issue to understand what is missing, that is why it is recommended to follow the steps mentioned in the previous section.

To support this identification, we leave some examples of what these needs can be:

- **Resources:** These can take the form of financial resources, physical resources such as equipment, transportation or materials, human resources such as volunteers, informational resources such as data or case studies, among many others.
- **Know-how/Experience:** To surpass a social need/challenge you require a certain level of understanding, skills, and expertise in the relevant areas to effectively initiate and manage your actions. These are capacities that normally municipalities can assist you with if you happen to have a knowledge/experience gap to initiate.
- **Counseling or Technical Support:** Just like Know-how and Experience, Counseling or Technical Support can also be a need of yours in case you need help with strategic planning, helping you make informed decisions regarding your desired goals, implementation strategies, resource allocation, and risk management. Professionals with expertise in these areas can provide valuable insights and help you develop a solid foundation for your ideas.
- **Funding/Grants:** Needing grants or funding indicates that you require financial resources to cover the costs associated with initiating, implementing, and sustaining your idea. This support can also help in scaling or expanding an activity as well as contribute for its sustainability and long-term impact.
- **Capacity Building:** This type of support comes when you require the development of knowledge, skills, resources, and organizational capabilities to effectively plan, implement, and manage. Capacity building is crucial for building the necessary infrastructure and capabilities to address the challenges you have at hand.
- **Promotion and Publicity:** This type of support is often addressed as it involves less impact to the financial and logistical structure of a municipality. It can include publicity channels, collaborative campaigns, collaboration in policy advocacy if that's the case as well as access to municipality networks.
- **Access to facilities or spaces:** Municipalities often can support you with access to facilities or spaces they have or use. These can be places where you run your activities or a place that supports other actions, for example, for storage and resources, for specific events or for meetings and collaborations.



Analyze local actors/local youth organizations and similar work

Having analyzed and deconstructed the social challenges your target group has at hand and what their needs are, your next step is to analyze the local context and its actors – municipalities, youth organizations, enterprises or other entities – and to analyze the work they have already done or work they are currently developing. This is an important analysis that allows you to:

- **Identify existing gaps:** Analyzing local programs helps you understand if there are any gaps or areas that are not adequately addressed by current initiatives. It allows you to identify specific gaps that may not be effectively served, helping you tailor your approach to address those gaps.
- **Avoid Double Efforts:** By examining existing programs, you can avoid duplicating efforts or replicating actions that already exist. This ensures that resources and efforts are not wasted and that your partnership can have a unique and meaningful impact. At the same time, it can also reveal itself as an opportunity to join efforts and collaborate in this existing program rather than creating a new partnership altogether.
- **Learning from Best Practices:** Studying successful local programs provides an opportunity to learn from their best practices and strategies. You can gain insights into effective approaches, innovative solutions, and successful implementation models, which can inform and enhance your own.
- **Differentiate Your Approach:** Analyzing existing programs helps you differentiate your approach and find unique value propositions. It allows you to identify gaps or areas where you can bring a fresh perspective, innovative solutions, or targeted interventions that complement or enhance existing efforts.

This analysis can help you understand that possibly you don't need a new partnership or a new collaboration and rather to change a process in an ongoing program.

Alternatively, it can also help you realize and confirm that the work being done is not sufficient and prove the added value your partnership/collaboration can create.



Analyze the possibility of testing your proposal beforehand to prove its potential

Before presenting the partnership proposal it's ideal to validate your idea, if possible, by running tests beforehand. We recommend making use of minimal external resources or financial assistance as this is just a local test to have extra feedback and response from the target group you intend to work with in the future and through the partnership you wish to establish. Document your learnings, challenges faced, and insights gained throughout the testing process. This documentation will be valuable when presenting your refined project proposal, as it demonstrates a thoughtful and evidence-based approach. Also, based on the feedback and insights gathered during the testing phase, iterate and improve your project proposal. Incorporate the lessons learned and make necessary adjustments to enhance the project's feasibility, impact, and sustainability.

An example of this testing can be the case of Cidade Curiosa, an organization that wanted to create a hub for the youth of Braga and their families to promote education and leisure activities through board games. Before an official partnership was set, that led to their own space provided by the Municipality of Braga, the organization tested the interest and impact of this hub with the community of Braga in a smaller scale with small gatherings. The results were visible and the potential was validated, which led to an easier establishment of a partnership with the municipality.

Prepare a presentation of yourself and your partnership proposal

Before you establish contact with the municipality you wish to collaborate with, it is ideal you prepare the clearest presentation of your entity/yourself and what it is that you wish to create. To do this presentation, consider the following guidelines for a successful presentation:

- Deliver a well-prepared and visually appealing presentation. Be concise, confident, and passionate about your project. Engage with the municipality's representatives, answer their questions thoughtfully, and be open to feedback and suggestions.
- Tailor the presentation to the Municipality by customizing your presentation to resonate with the municipality's values, priorities, and local context (which was analyzed in previous steps). Use language and examples that are relevant to their specific community and demonstrate your understanding of their unique needs and challenges and how much impact a partnership could create.



- Clearly articulate the social issue or problem your project aims to address, highlighting its relevance and impact on the community. Present a compelling and evidence-based solution that outlines how your partnership can effectively tackle the issue and bring about positive change.
- Emphasize the benefits and how your partnership can create positive outcomes and how the partnership will enhance the well-being of your target group.

Finally, offer a collaboration proposal by showcasing how the partnership can leverage the municipality's resources, expertise, and existing initiatives, and how you can support and enhance their ongoing efforts to come up with greater impact.

In short, preparing a presentation when meeting with the municipality enables you to effectively communicate your project, address concerns, showcase alignment with their goals, and secure support or resources. It is an opportunity to make a compelling case for your social project and leave a lasting impression on the municipality.

Step 2 – Partnership Establishment

Get to know the organizations acting in the local territory

Being aware of the organizations acting in your territory is ideal to better decide who establishes a partnership with. It allows you to know who works with the same target, who has the experience and who would be the ideal partner to support and collaborate in the proposal you have at hand. There are several ways to collect this information:

- Conduct research, surveys, review public directories or databases or send out questionnaires to organizations to collect data on their activities, mission, and impact.
- Organize networking events, workshops or conferences specifically aimed at bringing together local organizations. These events provide an opportunity for organizations to showcase their work, network with each other, and engage directly with municipal representatives.
- Establish a directory or database of organizations operating within the territory with the most relevant information of the organization such as their contact details, mission, programs, and services offered. As an example you can have a look at the [Public Database of organizations](#) that we have developed.
- Encourage organizations to register or report their activities voluntarily. This can be done through a formal registration process or by creating incentives for organizations to share their

information with the municipality. By making registration or reporting easy and beneficial, the municipality can gather comprehensive data on the organizations operating in their territory.

- Engage in community outreach activities, attending local events, meetings, and forums where organizations are present. This provides an opportunity to interact directly with organizations, learn about their work, and establish relationships.
- Establish formal communication channels, such as a dedicated email address or a contact person, to encourage organizations to reach out and provide information about their activities. This proactive approach helps facilitate ongoing communication and information sharing.

Aglantzia Municipality on this matter has recommended, for example, the establishment of a youth participatory body within the municipality, to create frequent meetings with youth organizations and to set a person responsible as a liaison officer.

Define the municipality you wish to work with and identify the most suitable department / representative

Before making contact with the municipality you wish to work with, be sure to find the most suitable department or representative inside the structure to support you. This can be the department with most of the resources you may need for the collaboration or the department more aligned with the idea you have. To do this we recommend contacting the municipal offices, seeking recommendations or referrals from other organizations, attending local meetings or events organized by the municipality or research on their website. Knowing the best person or department to address in the municipality structure will also, ideally, save you time that normally is attached to the bureaucracy of contacting public bodies.

Collect Ideas and suggestions from youth organizations / enterprises

Collecting ideas and suggestions from local youth organizations/enterprises is a way of connecting with the local actors and giving voice to entities that also represent and vouch for the community and target group you work with. It will give you different visions on how to address a social issue or social need and support your choice when deciding which organizations to address to start a collaboration. Some ways of doing this can be by creating the following structures or processes:

- Dedicated online platforms and portals where local organizations can submit their ideas, suggestions or proposals. This can be a website, a form submission system, or an interactive online community forum. Encourage regular participation and provide a space for ongoing dialogue and idea exchange.

- Participatory events, workshops and budgeting to bring together local organizations to address specific topics or challenges. Structure these events to encourage active participation, idea sharing, and collaborative problem-solving. Capture and document the ideas and suggestions generated during these events. Some examples also include a prize for the best idea presented.
- Advisory boards or committees composed of representatives from local organizations. These boards can serve as a platform for regular discussions, idea sharing, and recommendations. Encourage board members to actively contribute their ideas and suggestions based on their experiences and expertise.

From Aglantzia municipality, we have the example of the municipal Youth Council that creates impact on youth and is a body which works closely with the young people of the community implementing workshops, activities and events that involve the youth and are directed towards young people. The same applies for various local sports clubs and associations that have young people on their teams and work towards the involvement of the youth in social activities.

Find out if the municipality offers any program that can fit your needs

Municipalities often offer a wide range of programs to support local organizations in their daily activities. It is important to analyze if the support you are asking for is not already given through one of these programs. A previous consultation is recommended to understand if there are already such programs in place. This can be done, for example, by:

- Researching in the municipal communication channels
- Analyzing the municipal budgets and strategic plans
- Asking support from other organizations or entities from the local community that might have had already been supported by the municipality
- Monitoring news and announcements from the municipality

In our research and interviews we have also seen that setting up a meeting with the municipality to explain the needs you may have at hand can be the key to get support and initiate a partnership, as we saw in the cases of Latvia and Lithuania, where proactiveness plays a huge role.

Reach out to youth organizations/enterprises you wish to partner with

At this point, and with all the previous steps clearly checked, you should be able to identify a series of potential candidates for partnership for your endeavor. If by this time it is not clear, we recommend going back and being more specific in each checkpoint.

Afterwards, set up a call or a meeting to initiate contact with the organizations you found more suitable.

List the benefits of the partnership for both parties

When establishing a partnership with an entity, it's crucial to effectively highlight the benefits that can be derived from the collaboration. When listing the benefits to be given in your presentation to municipality, you should:

- Make reference to the common goals and objectives shared between your proposal and the municipality. Emphasize how collaboration can help both parties achieve their respective missions more effectively and efficiently.
- Demonstrate how your proposal, combined with the resources and expertise of the municipality, can make a significant positive impact on the community and the target group.
- Showcase how the collaboration can leverage these synergies to create a greater collective impact and deliver better outcomes than either party could achieve alone.
- Illustrate how resource sharing can lead to cost savings and increased efficiency.
- Highlight how both your project and the municipality can benefit from sharing insights, best practices, and lessons learned. This can lead to improved strategies, more informed decision-making, and the development of innovative solutions.
- Highlight the tangible and intangible benefits that the municipality can gain, such as improved community well-being, enhanced reputation, increased citizen engagement, and possibly positive social and economic outcomes.

Step 3 – Partnership Establishment

Define an action plan with clear timings, goals and designated responsible person

To begin the partnership, having a detailed action plan can ensure a more organized collaboration with a clear view of how each step of the way will develop and thus reducing the misunderstandings and better manage the outcomes and expectations of all parties. The action plan should be a deconstruction of the whole proposal in well-timed stages of implementation.

The checklist shows a simplified table which you can replicate as many times as needed and use for your own benefit. The table allows you to define the action to take, who is the responsible person working on a specific action, the goal or goals that a particular task or group of tasks intend to generate and, as mentioned before, the timing of each step of the implementation.

Action/Activity	Responsible Person	Goal(s)	Timing

 **Create a communication plan to keep every party updated** Y M

It is of great importance to keep every party always updated so the first step should be the establishment of communication channels and giving clear guidelines on how these channels will operate in terms of frequency of communications and format. These communication channels are based on a commonly created communication plan. Promote open and transparent communication and foster an environment of open and transparent communication, where all parties feel comfortable sharing updates, raising concerns, or providing feedback. Encourage constructive dialogue and active participation from all involved parties. Provide as well the possibility for ad-hoc updates whenever there are significant changes, milestones, or unexpected developments in the project. Timely communication ensures that all parties are informed promptly and can adjust their actions accordingly. Finally, if there are challenges or roadblocks in the partnership, promptly communicate them to all parties involved. Discuss potential solutions, seek input from stakeholders, and collaborate to find the best way forward.

 **Define evaluation moments throughout the partnership cycle** Y M

Set up evaluation or check-up moments during the implementation and after the conclusion of the partnership implementation.

It will allow you to assess the progress and effectiveness of the partnership and determine whether the collaboration is achieving its intended goals, meeting the needs initially defined, and delivering the expected outcomes. Regular evaluation moments provide insights into what is working well and areas that may require adjustments or improvements.

Evaluation moments will also provide an opportunity to evaluate the effectiveness of communication and collaboration between the organization and the municipality and identify any gaps or breakdowns in communication channels, decision-making processes, or coordination

efforts. It will also foster transparency by providing an opportunity to share information, results, and lessons learned.

Evaluation should be an iterative process throughout the partnership's duration. Repeat the evaluation process periodically or at specific milestones to track progress, assess changes, and ensure continuous improvement. Use each evaluation cycle to build upon previous learnings and adapt the evaluation approach as needed.

The evaluation should be tailored to the specific objectives, scope, and context of the partnership. It's essential to involve all relevant parties and consider a combination of quantitative and qualitative evaluation methods for a comprehensive assessment.

Define methods to assess the impact created and the achievement of the initial objectives

The previously addressed evaluation moments should be paired with methods to also assess the impact that is being created or was created and the achievement of the initial envisioned objectives. Here are a few suggestions on how it can be done:

- Measure key performance indicators (KPIs) to assess progress towards the objectives. For example, if the objective is to reduce youth unemployment, track the percentage change in youth employment rates before and after the partnership (quantitative method). The following article can also be of help as it identifies a [list of impact indicators](#) to help you determine, measure and communicate the positive changes you wish to achieve.
- Conduct interviews or focus groups with relevant parties to gather their perceptions of the impact. For instance, and using the same example, ask youth participants about changes they have experienced in terms of job opportunities or skills development as a result of the partnership.
- Gather feedback from the community, target group/direct beneficiaries through surveys or questionnaires to assess the perceived impact of the partnership
- Develop case studies highlighting specific success stories or projects within the partnership.
- Engage an external evaluator or independent organization to conduct an evaluation of the partnership's impact. Their assessment can provide an unbiased perspective and expertise in evaluating outcomes and benefits.

About the project

The aim of the "LOCAL-Y-MPACT" project is to strengthen cooperation between community-based youth organizations, social enterprises and local governments, as well as to develop social entrepreneurship as an effective tool for reducing economic inequality, promoting social inclusion and integration toward building a sustainable society, and encouraging active participation in civil society.

The project partners cooperate with several regions: the Social Entrepreneurship Association of Latvia established partnership with Talsi municipality in Latvia, the Swedish organization SE-FORUM with the Dalarna region, the Portuguese youth organization CXJV Conexão Jovem Associação cooperate with the municipality of Braga, the Cypriot education and research centre Synthesis tests the project approach in the municipality of Aglantzia, while the Lithuanian partners Geri Norai LT have chosen the municipality of Trakai district.

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