Intellectual Output 2:
STREET CULTURE
FOR REGIONS
A Guide to Establishing
a Regional Partnership

momentum
[educate + innovate]

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έδρα social cooperative activities for vulnerable groups

East Belfast ENTERPRISE

European E-Learning Institute

Akademia Humanistyczno Ekonomiczna w Łodzi

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FOR REGIONS

1.0   Introduction and Background

The STREET CULTURE FOR REGIONS Programme

Street culture is a rapidly evolving area of economic activity and includes urban arts and creative industries (e.g. pop culture), fashion, food, tourism and more, all of which offer opportunities for innovative, entrepreneurial start-ups. However, given its informal roots and sometimes negative connotations, it has not been "on the radar" for focused enterprise development.

Street Culture for Regions (SCR) will change this by guiding and equipping entrepreneurship education providers to make the most of street culture opportunities for skills development and economic and social inclusion in our cities and regions.

SCR will make a compelling and very tangible contribution to SOCIAL INCLUSION. By using the relatability and attractiveness of street culture as a potential business area, we will bring those on the margins of society – NEETs, those from ethnic minorities or migrant backgrounds, and those from deprived neighbourhoods – into both entrepreneurship training and meaningful economic activity.

This Toolkit is designed to support effective stakeholder engagement in the context of the STREET CULTURE FOR REGIONS (SCR) project, which is a project to encourage greater access to entrepreneurship education among young people from different cultural and ethnic backgrounds to promote entrepreneurial opportunities in street culture. The overall aim is to have a positive and long-lasting effect on tackling social and economic disadvantages through an entrepreneurial support system in each region.

1.0   Introduction and Background

Four key deliverables or intellectual outputs (OIs) for the STREET CULTURE FOR REGIONS programme:

IO1 Opportunities in Street Culture Resource Pack – A set of documents, multimedia resources and interactive activities that enables entrepreneurship stakeholders, leaders and educators to understand how street culture can be harnessed as part of entrepreneurial skills' development.

IO2 Street Culture Alliances & Action Plans – A guide to implementing ongoing collaboration between the key organisations and stakeholders so that investment in street culture entrepreneurship training can create a sustainable impact on social inclusion and cultural-economic development.

IO3 Street Culture Open Education Resources – (OERs) that provide educators with the structure, guidance and content to deliver Street Culture Entrepreneurship programme in their organisations. It is addressed to educators in enterprise centres, business development organisations and incubators, community organisations providing informal VET.

IO4 Entrepreneurship App aimed directly at new entrepreneurs.

The Regional Alliances seek to develop cross-sectoral partnerships for sharing knowledge and best practice, accessible to all working with young people and involving key stakeholders in academia, business, government institutions, the community and the voluntary sector. This Toolkit resource has been created to provide a step-by-step guide and includes practical tools to facilitate the process of establishing these alliances. The Toolkit also describes the purpose of the Regional Alliance and how it can be used to create specific actions to deliver enterprise initiatives in Street Culture.

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2.0 What is a Regional Alliance?

The STREET CULTURE FOR REGIONS Alliances

A Regional Alliance is a collaboration of individuals and organisations who share a common interest in a project, topic or theme and commit to working for the benefit of all involved. The power of an effective alliance is that it can harness the expertise and energy of all those participating, achieving results that no single partner could achieve alone.

The objective of each Regional Alliance will be to recruit, motivate and involve relevant stakeholders to endorse and commit to an action plan, to encourage greater access to entrepreneurship education with greater emphasis on economic development and community cohesion.

To achieve the above goals, Alliances will establish sustainable, cross-sector collaborative relationships between VET providers, HEIs and stakeholders participating in the project. They will benefit by drawing from the experiences and knowledge of stakeholders from different sectors. They also identify needs, opportunities, and existing resources available for each region.
(e.g. social enterprise, community cooperatives, shared working spaces, enterprise hubs.)

Together, they can promote innovative approaches and ambitious actions that have impact and effectiveness through combined and more efficient use of resources. Through the Alliance, stakeholders share the idea that working together is more effective than working in isolation. While the concept of an Alliance is not new, collaborations and partnerships are vital to advancing the Street Culture economy. The Partnerships can be formal or informal, with written legal agreements or based on the agreed framework.

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3.0 Development of a Regional Alliance

Useful Aspects to Consider when developing a Regional Alliance:

- Identify the stakeholders.
- Communicate with them.
- Set meetings.
- Identify if all potential stakeholders are represented – allow the Alliance to be "fluid".
- Do any of the potential stakeholders have any previous experience of working together – build on shared experience?
- Are there any historical or traditional barriers between the potential stakeholders? – be aware of potential conflicts.
- Is any jargon or technical language used that could be a barrier? – use simple language.
- How do stakeholders feel about establishing a partnership?
- Are there any barriers to developing a common vision?
- Engage stakeholders in defining the region.
- Be clear about the benefits to stakeholders from involvement in the partnership.
- Secure commitment to the work of the partnership.
- Develop an action plan and timeline for each step and those responsible.

Development of the Alliance is an ongoing process starting with the formation of the group, clarifying its purpose and proposing the activities, leading to the achievement of agreed goals. The process is neither linear nor rigid but flexible and repetitive and will involve multiple stakeholders contributing to the Alliance. Before describing the steps to take in developing a partnership, it is crucial to answer key questions about the Alliance and those involved in it.

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3.1 Step 1: Planning the Process

The STREET CULTURE FOR REGIONS Alliances

This stage focuses on information and insight gathering and determining the purpose of the partnership. A traditional planning process can be used, as below:

- Vision is a clear statement of what you want to achieve through the work of the Alliance. It allows stakeholders to commit to this shared vision, giving the future partnership a clear purpose and goals.

- Mission is to set the purpose of the Alliance

- Objective is to facilitate and work out the aims and future goals of the Alliance.

- Strategies or programmes are all about determining how the Alliance will achieve its objective and what resources it will require (people, money, power/influence, materials). What timeline will be best for this, and what kind of structure will be chosen?

- Actions or steps necessary to deliver the strategy that will achieve objectives. Regional Alliance should develop the action plans relevant to their region.

Le LABA meeting with stakeholders

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Step 2: Establishing the Regional Alliance

Identifying Stakeholders

1. Before identifying the stakeholders, identify your position:
- The type of organization that you support
- What is your influence in that organization
- Your contribution to the alliance
- Other questions that help to achieve your goal

2. List necessary groups, people and organizations
- Understand stakeholders' needs and their perspective
- Show in visual way connections to objectives and other stakeholders
- Rank stakeholder relevance and identify issues

3. Have a brainstorming meeting to create a list of stakeholders that fit your goals and those that may be useful in the future. If possible, identify individuals. For brainstorming, use the following list:
- Owners
- Developers
- Entrepreneurs
- VET and HEI educators
- Community (e.g. residents, chambers of commerce, resident associations, schools, community organizations and specials interest groups)
- Government (e.g. public authorities and local policymakers; regulators; opinion leaders)
- Civil society organizations (e.g. NGOs, faith-based organizations, labour unions)

4. Use those inputs: willingness to cooperate, influence, and usefulness to form a chart including a short description of how stakeholders fulfil those criteria.

The final list will depend on your business, its impacts and your current engagement objectives – as a result, your partnership listing should not remain static. This list should change as the environment around you evolves and as stakeholders themselves make decisions or change their opinions. Brainstorm a list of stakeholders without screening, including everyone interested in your objectives today and who may have one tomorrow. Where possible, identify individuals.

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The First Meeting

The meeting should have an attractive plan allowing all stakeholders to contribute and feel involved. Start with the introduction about the project to inform partners about the project. An example of a presentation used in the initial STREET CULTURE FOR REGIONS Alliance meetings follows as a tool in the appendices to this Toolkit. Don't be too formal as a presenter. Make sure that participants feel comfortable and willing to contribute.

Le LABA meeting with stakeholders

Host an Exceptional Meeting!

First impressions matter! It is crucial to engage stakeholders at the first meeting and get them involved in the project. Host the session in the right venue – perhaps a location that stakeholders would be interested in visiting? Make sure people feel welcomed to the meeting and that their attendance is recorded. A template is included in the appendices to this Toolkit and can be used or adapted to record attendance at Alliance meetings.

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Development of a Regional Alliance

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Step 3: Defining the Region

When starting a Regional Alliance, the most crucial part is defining the region for which we work. It is necessary to engage the stakeholders in identifying it to make them feel responsible for delivering the work to benefit the area. The things we should consider when establishing the Regional Alliance:

- Are the objectives of the alliance many and overwhelming or few and manageable?
- Have we contacted as many agencies and institutions as necessary to solve the problem?
- What are the issues and concerns that are important to all participants?
- To whom are we responsible? To our institutions or the community and general public, the entrepreneurs?
- How are we going to have consistent and comfortable communication between stakeholders?

The stakeholders might be encouraged to show commitment and involvement in the work by signing the document. We attached an example of the form they can sign for the SCR programme in the appendices as a tool.
Once established, the Regional Alliance will have a system for monitoring planned activities, including:

Rules, roles, responsibilities, and duties: require clarity, and it is good to write them down.
• Interim reports – What indicators of partnership success are required? How often is feedback provided, and what is its quality?
• Sustainability: Plan early for sustainability and anticipate unexpected or worst-case scenarios.

We treat Regional Alliance as a regional or national initiative.
The regional approach has multiple advantages when considering the dynamics in areas within the region. Taking a regional rather than a national perspective may enable a greater depth of analysis and bring localised focus to design interventions around entrepreneurship development.
By taking a regional approach and finding solutions at a local level, there is the opportunity to share and promote these solutions at a sub-state or multi-state level.
Developing and testing new initiatives in this context is better on a regional level. The membership of the Regional Alliance should reflect this, although it will be crucial to develop initiatives in the context of the national policy environment.

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Step 4: Identifying current initiatives, programmes & strategies and possible gaps & needs

You should **engage partners in mapping** current provisions across the region defined for the work of the Alliance. In the mapping exercise, partners are encouraged to contribute from their knowledge and, using secondary sources, identify current support programmes concerning entrepreneurship and social innovation. The consultations in each region should be held with a range of stakeholders, including policymakers from Government agencies, local councils, and business development/enterprise organizations.

Primary Sources

To complete the research, you can gather information from the partners' primary sources. That involves assembling data directly from partners about their work or relevance to the SCR project. A template developed to help collect the information is included as a tool in the appendices to this Toolkit. Once the data are gathered and analysed, the Alliance will map current provisions and identify gaps to help the Partners to define programmes and activities. The Partners will achieve that through a series of facilitated meetings, and the main output will be the action plan.

Secondary sources

There is a wealth of data about the challenges facing groups of different cultures and traditions in integrating and working together for mutual benefit at regional, national and European levels. You can find sources for this research using a template included as a tool within the appendices of this Toolkit. The data collected from secondary sources contain helpful information at a regional, national and international level. We ask project partners to develop their templates according to reports carried out by Government Departments, regional development agencies, trade bodies and so forth in their sector and share the data collected with the Alliance.

The purpose of the secondary sources is to identify information that will help highlight programme gaps. For instance, what information and support are currently not available? Are there examples of good practices, which we can share between partners to examine how this might apply in their region? Project highlight some statistics from the sources to give a comprehensive understanding of the relevant strategies in their area.

When conducting the desk research it is important to focus on reports and surveys that highlight the key issues and opportunities that will impact this issue over the next 5-10 years.

Online reports and information available through local authorities and business networks are crucial and give a local and global context.

Development of a Regional Alliance

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Step 5: Action Planning and Implementation

The Regional Alliance action plan can be used as an educational resource. It can serve as a blueprint when establishing and maintaining a Regional Alliance, which is the core vehicle for developing local actions. You can use it for the following aims:

• as a training resource, providing a practical learning guide on how to develop a Regional Alliance, together with useful templates to use during the process
• as a reference guide to review and consult the development and maintaining stakeholder partnerships and collaborations.

The following template will help to provide further details about creating the Regional Alliance and necessary actions:

Action	Proposed action	Cost	Who is involved	Anticipated outcome	Status of action
1.					
2.					
3.					
…					

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3.6   Step 6: Sustaining the Alliance

The Action Plans will support he sustainability of the Alliance. Partners may cooperate formally, in legal frameworks or informal working groups.
Action Plans will be developed by the Regional Alliances in each of the participating countries in the SCR programme and will be available to download from the SCR website:

The Action Plan should focus on achieving the Vision and Mission of the Alliance and the aims of the SCR project. It should include short-term as well as medium and long-term goals. Through the delivery of agreed actions, the Alliance can remain energized while celebrating the achievement of the short-term aims. The Alliance will evaluate the impact of these actions and disseminates the outputs.

Click here for the action plans.

4.0 Resources to help set up and run a Regional Alliance

Strong brand identity and a professional communications strategy helped in establishing and running the Regional Alliances. We welcome other alliances who wish to replicate the work within their regions to use the project's branding and associated marketing material free of charge.

To access the branding and marketing tools, please make contact via the website, https://www.street-culture.eu/. The project provides a set of document templates to facilitate establishing and running a regional alliance. They can be a helpful resource and include:

• Stakeholder Analysis Template
• PowerPoint presentation to be used during the meetings with stakeholders participating in the initial Regional Alliance
• Sample Invitation Letter
• Summary Description of the STREET CULTURE FOR REGIONS project
• Attendance Register template
• Regional Alliance Commitment Charter
• Initial Regional Alliance draft agenda
• Minutes Template
• Best practice examples

You can download the templates from here

Templates are available at the end of the guide!

4.1

Tools to Support the Development of Enterprise in a STREET CULTURE FOR REGIONS Alliance

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Attendance Register – Alliance Meeting 1

Organisation Represented	Name of Attendee	Contact Email	Signature

Secondary research (or desk research)

Secondary research gathers existing information through available sources. After using surveys, direct observations, interviews developed and conducted by you it is crucial for your objective to do secondary research - this way you will be able to clarify the knowledge on existing policies, emerging trends and opportunities. In order to avoid being overhelmed by the amount of work and data it is important to have a clear purpose and understanding of what kind of data you are collecting and why are you collecting this information.
 Secondary research examples include:

- information on the Internet
- existing market research results
- existing data from your own stock lists and database
- government statistics and information from government agencies
- different media such as articles from recognized magazines and newspaper, reports from university research centers or non-profit agency.

This tool allows you to make the most of existing information about your region, your potential stakeholders and clarify your goals. The purpose behind secondary research is for the researcher to better grasp the subjecst's domain.

For your goal it is probably the best way to focus on qualitative research which gathers views and attitudes. Make sure you don't rely entirely on statistics in your data, consider all of the information you have.

• focus on stakeholders and potential allies to understand their feelings and attitudes towards your goals, ideas or services

• consider formal and informal conversations with stakeholders

• visit and review organisations and institutions already present with the same programme on the market in region about their good practices.

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Identify stakeholders

Before identifying the stakeholders; identify your own position.

-The type of organisation that you support.

-What is your influence in that organisation

-Your contribution to the partnership.

-Other questions that help to achieve your goal

List necessary groups, people and organisations.

Understand stakeholders' needs and their perspectives.

visualise relationships to objectives and other stakeholders

rank stakeholder relevance and identify issues

Have a brainstorming meeting to create a list of certain stakeholders that fit your goals and those that may be useful in the future. If possible identify individuals.

For brainstorming use the following list:

Owners

Developers

Entrepreneurs

VET and HEI educators

Community (e.g. residents, chambers of commerce, resident associations, schools, community organisations and specials interest groups)

Government (e.g. public authorities, local policymakers; regulators; opinion leaders)

Civil society organisations (e.g. NGOs, faith-based organisations, labour unions)Use those imputes: willingness to cooperate, influence, usefulllness to form a chart including short description of how stakeholders fulfill those criterias. The first chart includes informations that will help you to decide which stakeholders to engage)

Stakeholder Name	Contact Person *Phone, Email, Website, Address*	How could the stakeholder contribute to the project?	What is important to the stakeholder?	Influence *How much influence do they have over the project? (Low, Medium, High)*	Strategy for engaging the stakeholder	State your own criteria

Now is the time to identify the stakeholders you need.
For this task, you will need a tool called Stakeholder Mapping (see next appendices)

Your organization logo goes here

Mapping Stakeholders

1. Sign into Google with your Google Account – you must create one if you do not have one – www.google.com

2. Open Google My Maps.

3. Click Create a new Map. It will open up a new Google Map.

4. Name your map. Click on the Untitled map text on the box on the left(see red) and edit your map's name. Give your map a description and hit save Map with a new project name and description.

5. Add your Map Categories. Edit and add layers. Click the Untitled Layer and edit the name to suit your map categories. Rename the layer and click save Map with the new category name.

6. To add a new layer or category, click add layer and repeat step 5 to rename and save the layer.

7. Add a location to the Map. Search for the name of the business or organisation. Select chosen business or place from the drop-down menu and click add to map.
Note: if the business is not listed, you can search by address/location and manually add a listing by clicking on the add marker icon and dropping it in place.

8. Business has been added to the map. Drag and drop functionality allows you to move the location up and down in the category listing.

Name of your organization

Initial Regional Alliance draft agenda