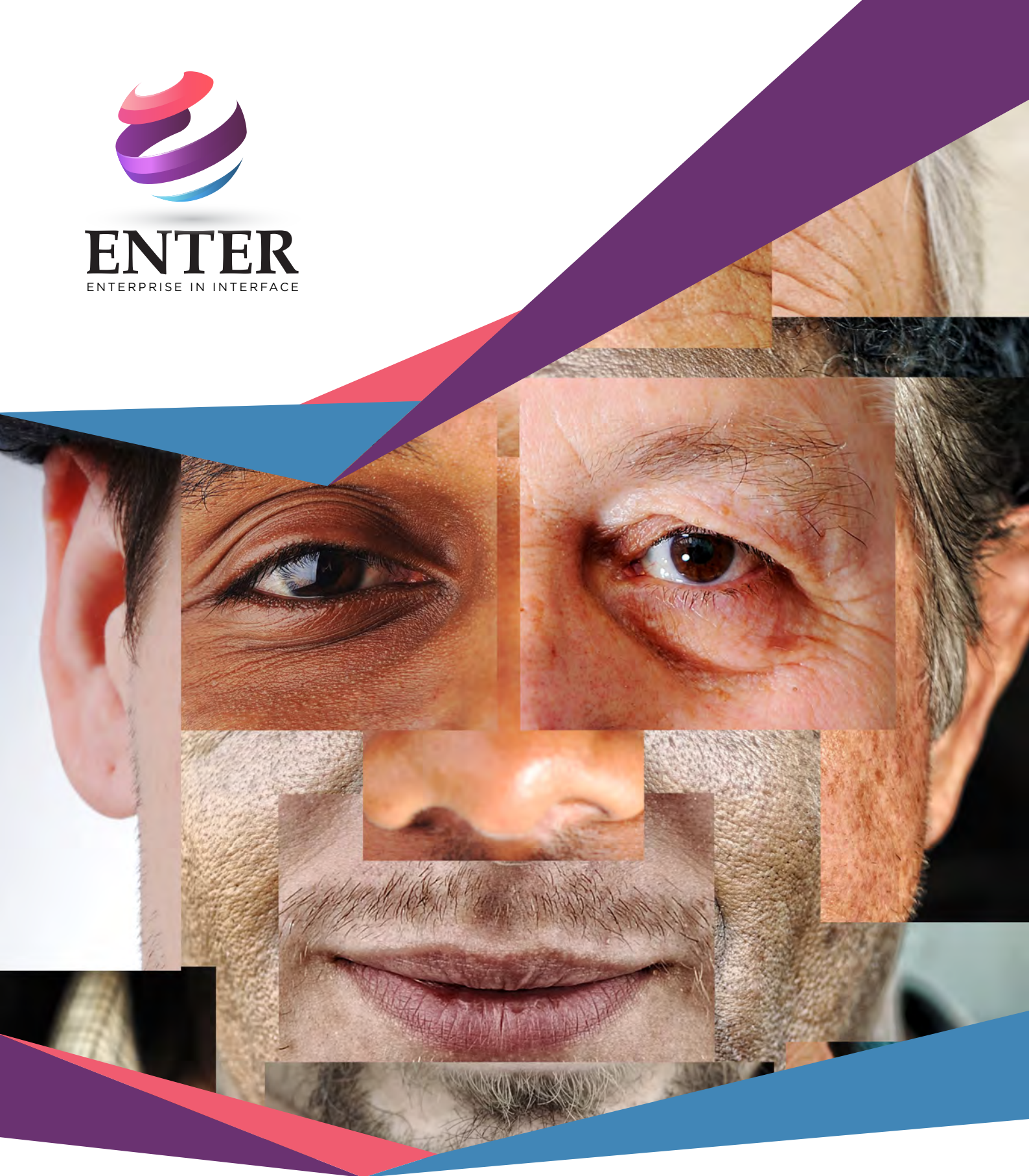




**ENTER**  
ENTERPRISE IN INTERFACE



# Intellectual Output 1 - Enterprise in Interface Toolkit

## A guide to Establishing a Regional Partnership



**Erasmus+**

This project has been  
funded with support from  
the European Commission

[www.enterproject.info](http://www.enterproject.info)



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*This Toolkit is designed to support effective stakeholder engagement in the context of the Enterprise in Interface (ENTER) project, which is a project to encourage greater access to entrepreneurship education among people from different cultural and ethnic backgrounds to promote integration and understanding. The overall aim is to have a positive and long-lasting effect on tackling social and economic disadvantage through an entrepreneurial support system in each region. The Regional Partnerships seek to develop new cross-sectoral partnerships for sharing knowledge and best practice, accessible to all those working at the interface between diverse cultures and involving the key stakeholders in academia, business, government institutions and the community and voluntary sector. To facilitate the process of establishing these partnerships, this Toolkit resource has been created to provide a step by step guide and includes some useful tools to facilitate the establishment of a Regional Partnership. The Toolkit also describes the purpose of the Regional Partnership and how it can be used to create specific actions to deliver enterprise initiatives at the interface between those from diverse cultural and ethnic backgrounds.*

## 1. Introduction and Background

### The ENTER programme

The concept for the ENTER programme was developed following an examination of enterprise responses to the division in society within Northern Ireland, resulting from the recent conflict in this region. The origins of the Northern Ireland conflict can be traced to a lack of genuine integration of people from different religious and cultural backgrounds. The challenge to enable positive integration is now evermore relevant across the EU, with ongoing immigration of people from different faith and cultural backgrounds, many arriving in Europe from war-torn regions across the Middle East and Africa.

In response to this challenge, partners from 4 nations within the European Union (UK, Republic of Ireland, Croatia and the Netherlands) have come together to develop and deliver the ENTER programme (Enterprise in Interface).

Enterprise In Interface (ENTER) aims to increase access to continuing Vocational Education and Training (C-VET) for individuals living in interface areas. Specifically, the project will focus on encouraging greater access to entrepreneurship education, aiming to generate significant positive impact at a personal level, as well as encouraging wider economic development and community cohesion. The project will aim to do this by harnessing the knowledge triangle between research, education and enterprise innovation, with VET providers – enterprise agencies and business development centres – at the heart of the triangle.

There are five key deliverables or intellectual outputs (OIs) for the ENTER programme. These are:

**IO1 – Enterprise In Interface Toolkit:** To deliver this output, the ENTER partners will create, publish and promote the “ENTER Toolkit” (this document) to encourage the creation of further Regional Partnerships across Europe

**IO2 – Establish Regional Partnerships** in each of the partner countries, UK (Northern Ireland), Republic of Ireland, Croatia and the Netherlands. Each Regional Partnership will be developed to recruit, motivate and involve relevant stakeholders to endorse and commit to an action plan, which meets the aims of the programme, to encourage greater access to entrepreneurship education for those living in, or affected by interface areas





**IO3 & IO4 – Develop a new Enterprise in Interface course curriculum** and upload the course materials and multi-media resources to a **portal**, which can be accessed in open source and disseminated across Europe.

**IO5 – Pilot Testing.** Carry out a pilot test of the ENTER course and produce a report to share with those that wish to use the materials within their own regions.

A core element of this project is to establish sustainable, cross-sector collaborative relationships between VET providers, HEIs, and wider stakeholders via 4 Regional Partnerships (in 4 different countries). The project will draw on the knowledge of a broad and diverse group of stakeholders, identifying needs and opportunities, the policy environment, existing resources and interventions within each participating region. The stakeholder group will also identify and examine new models using enterprise to address need and promote social cohesion (e.g. social enterprise, community cooperatives, shared working spaces, enterprise hubs etc.)

Stakeholders will include relevant government agencies, community organisations, private sector entities, educational institutions, funding institutions and others.

In order to establish these Regional Partnerships, this document has been created as the first of the intellectual outputs (IO1) - the ENTER Toolkit.

## What is the ENTER toolkit?

The ENTER Toolkit is a resource that has been designed to:

- provide the user with general information and examples about the ENTER project,
- offer a “steps to” guide on how to develop a Regional Partnership and
- share templates to be used or adapted by other Partnerships across Europe for local use.

## How can the toolkit be used?

The ENTER Toolkit comprises a set of documents to be used flexibly as resources when establishing and maintaining a Regional Partnership, which is the core vehicle for developing local actions and advising the design and implementation of the ENTER course. The Toolkit is adaptable and can be used:

- as a training resource, providing a practical learning guide on how to develop a Regional partnership, together with useful templates to use during the process
- as a planning and implementation tool, providing a framework and associated templates to facilitate local adoption and adaptation of the ENTER model
- as a reference guide to review and consult in relation to developing and maintaining stakeholder partnerships and collaborations
- as a resource to stimulate research and cross-sectoral engagement



## 2. What is a Regional Partnership?

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

**“The whole is greater than the sum of the parts”  
Aristotle (Greek Philosopher)**

The Regional Partnership operates with its focus on a defined region and by providing a platform to work collaboratively, avoids duplication of efforts and enables members to map resources and identify gaps in provision.

A key benefit to involvement in a Regional Partnership is shared learning and a natural mechanism for cross-sectoral networking. This in turn often leads to the cross-fertilisation of ideas that can be delivered collaboratively within the context of understood Government policy. The Partnership can also work effectively to shape Government policy and represent local/regional interests.

In this context, a successful Regional Partnership mobilises the commitment and time invested by actors across a “quadruple helix approach”, involving (i) the Public Sector (representatives from local and regional Government, civil servants and public representatives), (ii) Education and the Training sector (including schools, VET providers and Universities), (iii) the Business community and industry bodies, (iv) third sector representatives including community and voluntary organisations, charities and social enterprises.

The concept of Partnership working is not new, but in relation to the ENTER programme, partnership working is of paramount importance. The core purpose of ENTER is to use enterprise as a platform to engage those from different perspectives and enable them to build relationships and form a bond of trust. Partnership working is central to this and is the only way to achieve lasting results. It is also important to record the commitment to the Partnership, and in the ENTER partnerships this was achieved by all members signing a commitment charter. Other forms of commitment could be applicable, such as legal agreements or creating formal legal structures. It is important to assess the cost/benefit of more formal structures versus those based on a more informal basis. Often this will be influenced by level of commitment and resources required to deliver the work of the Partnership. This is discussed further in the next section, which addresses the practicalities of developing a Regional Partnership.



### 3. Development of a Regional Partnership - the “Steps To” Guide

The following sections provide a guide to developing a Regional Partnership (referred to hereafter as the “Partnership”). Partnership development is an ongoing process commencing with the formation of the group, clarifying its purpose and monitoring its activities, leading to the achievement of agreed goals. The process is not linear and rigid but flexible and repetitive and will involve multiple stakeholders contributing to the Partnership. Before describing the steps to take in developing a Partnership, it is important to answer a number of key questions about the partnership and those involved in it.

#### What is the Role of the Partnership?

The Partnership is a collaboration of individuals and organisations that come together around a shared issue to set agreed goals, examine needs and opportunities, the policy environment, current provision, where skills gaps exist and recommend actions to achieve the agreed goals, within a defined region. The learning from the Partnership can then be shared to inform best practice in the area that has been the subject of the Partnerships work. A key role of the Partnership will be to advise about current provision relevant to the project, within the defined region.

#### What is currently available?

In relation to the ENTER project, the Regional Partnership was used to map the current programmes related to enterprise, entrepreneurship, social enterprise and social innovation within the region. Each country has specific strategies and/or programmes encouraging or hampering entrepreneurship. The knowledge about current and future strategies/programmes will contribute to the Partnership achieving its purpose and it enables the Partnership to focus resources within the region for more effective intervention.

#### Who should be involved?

The Partnership should involve relevant stakeholders with an interest in the issue in question and an involvement/influence in the region that will be the focus of the actions resulting from the work of the partners.

#### Who is a stakeholder and What Constitutes a Relevant Stakeholder?

Actors (persons or organisations) who have a vested interest in the Partnership that is being promoted are considered stakeholders in the process. These stakeholders or “interested parties” can usually be grouped into owners and executive staff from the following categories: business development/enterprise organisations, social enterprises, higher education organisations, trade associations and membership organisations, community organisations, private businesses, government departments, regional economic development agencies and local government authorities.



### Examples of Relevant Stakeholders from the East Belfast Regional Partnership (Individuals involved in or Representatives from):

Enterprise education and Training	Private Sector Business
Community Organisations and Social Enterprises	Local Authority / Council
Sports and Cultural Organisations	Non Departmental Public Bodies (linked to Regional Government)
Policy Advisors	Trade bodies
Enterprise Agencies	Urban Regeneration Initiative

To identify relevant stakeholders, these should have shared characteristics such as knowledge of the sector and support environment, interests related to the project, position for or against the project, potential alliances with other stakeholders, and ability to affect the project process and impacts (through their power and leadership).

#### Why is this analysis useful?

Knowing who the key actors are, their knowledge, interests, positions, alliances, and importance related to the project allows owners and managers to interact more effectively with key stakeholders and increase their support for a given programme. By carrying out this analysis before implementing a programme, policy owners and managers can detect and act to prevent potential misunderstandings and/or opposition to the implementation of the programme. A programme will more likely succeed if a stakeholder analysis, along with other key tools, is used to guide its implementation. It is also useful to identify a core group of key stakeholders, who will show commitment to the project. There may be other stakeholders who will advise during the term of the project, but will not form the part of the core Partnership.

#### What are the steps in the Regional Partnership Development?

The following are the major steps in the process:

- Planning the process
- Establishment of Partnerships
- Defining the region
- Identifying current initiatives, programmes & strategies and possible gaps & needs
- Action Planning and Implementation
- Sustaining the Partnership

The subsequent sections of this document describe each of these steps in terms of suggested actions and tools to be used to develop Regional Partnerships.



### 3.1 Step 1: Planning the process

This is the initial stage. It is characterized by the development, gathering and analysis of collective insights. At this stage, the Partnership is not developed and the initial stakeholders have not been identified. In order to identify who should be involved in the partnership, it is important to be clear about the purpose of the Partnership and what is expected to be achieved. A useful process to follow is a traditional strategic planning process:

#### Vision / Mission / Objectives / Strategies or Programs / Actions

##### Vision

The Vision is a clear statement of what you want to achieve through the work of the Partnership. This enables stakeholders to commit to this shared vision and hence provides a focus for the Partnership. The vision for the Partnership working on the ENTER programme in East Belfast was articulated as "To improve the lives of those impacted by interfaces in east Belfast".

##### Mission

The mission is the stated purpose of the Partnership. In the case of the East Belfast partnership this was "To develop a range of interventions that will enhance opportunities for those impacted by interfaces in east Belfast"

##### Objectives

Once the initial Partnership has been formed, the group should be facilitated to develop its own objectives to guide the work of the partnership. Objectives should be focused on achieving the mission and be measurable, so that progress can be charted and results presented. Objectives generally lay out what will be achieved and by when, for example: "By 2017 to have assisted 30 individuals from the target area to access employment or develop new business initiatives"

##### Strategies or Programs

The strategies or programmes are the mechanisms that will be adopted by the Partnership to achieve its objectives. In developing the strategy, it is about identifying how the Partnership will achieve its objective, what resources it will require (people, money, power/influence, materials, premises etc.), what the timeframe will be and what structure will be adopted to deliver the strategy.

Useful Aspects to Consider when developing a Regional Partnership:

- Identify the stakeholders
- Communicate with them
- Set meetings
- Identify if all potential stakeholders are represented – allow the Partnership 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





## Actions

The actions are the specific steps that need to be taken to deliver the strategy, which in turn achieves the objectives to deliver on the mission. The Regional Partnerships should develop their own action plan relevant to their own region, which outlines clearly the what/who/when aspects of the work:

- What will happen?
- Who is responsible for making it happen?
- When will it be completed?

In addition to the What/Who/When elements of the action plan, the plan will also need to clarify what resources are required, what resources are available, what the perceived or actual barriers are to delivering the actions and if there are any other organisations or people who could collaborate to deliver or facilitate delivery of the plan. In the ENTER programme, each Regional Partnership will publish its own action plan and these will be available to download from [www.enterproject.info](http://www.enterproject.info)

The planning process is a fluid process and the development of the Regional Partnership should not be viewed as a rigid structure, but rather as a collaborative forum which can engage different partners throughout the process in developing and delivering the action plan. In an effective Partnership, there will be a cycle of programme/strategy development and delivery, leading to new programmes and further initiatives, which will tap into the networks and resources of new partners in an ever evolving process – this “fluidity” contributes to the sustainability of the work of the Partnership where new partners bring new energy and new ideas.

In Friesland, Business Development Freisland (BDF) found that a successful way of enriching the partnership and keep stakeholders engaged in the work of the partnership was through bi-lateral meetings, which meant that not all partners had to be present at every meeting. This facilitates those with busy schedules and ensures maximum value can be derived from partners in contributing to the partnership and delivering actions, making best use of partner resources.

## Identifying key stakeholders

To start the Partnership building process, it is necessary to identify the initial stakeholders who will establish the Partnership. There are a number of ways in which this can be done, but the best starting point is from your own networks and contacts. In advance of contacting potential stakeholders, it is important to be clear about the overall purpose of the Partnership and it may be helpful to conduct some initial consultation with a reference group, to assist in identifying which stakeholders should be approached. This can be done by hosting a “partnership building” meeting, where a number of contacts from within your own database are invited to meet to discuss the programme and identify individuals and/or organisations of relevance to the programme, who should be invited to form the initial Regional Partnership.



Important questions to be answered for key stakeholder identification:

1. *Who are the key stakeholders in relation to ENTER Vision/Mission?*
2. *What is their role in relation to ENTER?*
3. *What is their level of power/influence? (i.e. prioritise the stakeholders)*
4. *What relationships/links exist between the key stakeholders?*
5. *What current programmes have been developed for or by each stakeholder?*
6. *What type of organisation is each programme aimed at?*
7. *What is their perceived level of success?*
8. *What are the strategy gaps in relation to ENTER and which stakeholders can bring knowledge to address these gaps?*
9. *What are the programme gaps in relation to ENTER and which stakeholders can bring knowledge to address these gaps?*
10. *Are there any duplication in the key stakeholders' roles, strategies and programmes?*

A summary of the key stakeholders, with an overview of their roles in strategy formulation, programme development and implementation and impact on creation of the Regional Partnership can then be recorded and prioritized to draft the initial list of invites to the first Partnership meeting. A template that can be used to assist in this process is included in this Toolkit, presented in the appendices.

#### Note of Advice:

To ensure that your effort is valued in the community, consider inviting key external representatives, who have influence and credibility in the community, for example:

- Community activists
- Owner and Executives of Businesses or corporations
- Nonprofit organisations or foundations
- Higher education institutes
- Other groups (schools, religious organisations etc.)



The following case study of the approach that was successful in the formation of the east Belfast Regional Partnership is offered as a practical example.

### **Case Study – UK Regional Partnership (East Belfast)**

“In order to identify key stakeholders, we needed to be clear about what the main challenges are that we want the partnership to address. Using the personal connections of our CEO and tapping in to the network of a membership body that the company is part of, we organized a meeting to coincide with our first trans-national partner meeting. At this meeting we invited local politicians and business leaders to join with our trans-national partners to discuss the aims of the ENTER programme and how these were relevant to challenges facing Northern Ireland. This meeting provided valuable information and opinions from key influencers in Government and from the business community and helped to identify key themes that the ENTER programme should consider. Following the meeting, the themes that were identified were examined and a list of potential organisations and individuals was compiled from the networks of East Belfast Enterprise (the UK ENTER Partner). A template was used to list the organisations, and assess their suitability to be invited as stakeholders of the Regional Partnership. Once the initial list of stakeholders was defined, personal approaches were made to existing contacts via phone calls and through informal meetings to introduce the programme and explain the plans to establish a Regional Partnership. These informal approaches were followed by a formal letter, which was both posted and sent as an email attachment to each potential stakeholder, inviting them to attend the initial meeting of the Partnership. Practical information was also supplied with the letter, including a draft agenda, a summary of the programme and directions about where the meeting would be held and where to park when attending the meeting. This meticulous attention to detail resulted in a very successful response, with only 5 apologies received from those invited to the first meeting and 17 in attendance.”

A copy of the template used to assess the stakeholders is included as a tool in the appendices of this toolkit. An example of the letter of invitation sent for this initial meeting, the project summary and initial meeting agenda are also included as tools in the appendices, which can be adapted and used to develop other Regional Partnerships.

In our experience, the opportunity to “sell” the benefits of being involved in the Partnership through an initial personal approach, followed by a formal invitation works well to attract stakeholders to attend the initial Partnership meeting.



## 3.2 Step 2: Establishing the Regional Partnership

This stage of the process is characterized by the success of the effort in establishing a strong and relevant partnership, which commences with the first meeting.

### Host an exceptional first meeting!

First impressions count! It is extremely important to engage stakeholders at the first meeting and get them enthused in the project. Make sure that you pay attention to detail, such as hosting the meeting in the right venue – perhaps a venue which is a location that stakeholders would be interested to visit? Make sure people are welcomed to the meeting and that their attendance is recorded. A template is included in the appendices to this Toolkit that can be used or adapted to record attendance at Partnership meetings.

The meeting should have an interesting agenda and one that ensures all stakeholders have the opportunity to contribute and to feel involved. It is worth delivering a presentation about the project to inform and excite partners about the project. An example of a presentation used in the initial ENTER Regional Partnership meetings is included as a tool in the appendices to this Toolkit.

Set the tone for the meeting, don't be too formal, ensure that participants feel comfortable and able to contribute.



*Regional Partnership Meeting 1 - Dundalk, Ireland*





## Important considerations when establishing the Regional Partnership:

### Scope and view of the Partnership –

Are the objectives of the partnership many and overwhelming or few and manageable?

**Representation** – Have we contacted as many agencies, constituencies, and organizations as we think necessary to solve the problem?

**Priorities** – What are the priority issues and concerns that are common to all participants in the partnership?

**Accountability** – To whom are we accountable? Our organizations, the community and general public, the entrepreneurs, others?

**Communication** – How are we going to have timely, consistent, useful, and comfortable communication that meets our needs?

*Those involved in the Partnership need to be encouraged to show commitment to the work of the Partnership. This can be done by participants signing a Regional Partnership Commitment. An example for the ENTER programme is included as a tool in the appendices of this Toolkit.*

*Once established the Regional Partnership will have a system for monitoring of planned activities including: Rules, roles, responsibilities, and duties – All require clarity and may need to be written down.*

**Routine of partnership** – Are the partnership operations now settled and embedded in the routines of the participating agencies?

**Maintain linkages** – Preserve, nurture, and expand the relationships that have been forged.

**Interim reports** – What “proof” and indicators of partnership success are required? How often is feedback provided and what is its quality?

**Sustainability** – Plan early for sustainability and anticipate the unexpected or worst-case scenarios.

### Useful Hints:

- Establish communication channels
- Establish partnership working as the “usual way of doing business”.
- Facilitate the development of programmes.
- Revisit representation & structure, add or replace members as required.
- Build on connections and capital.
- Maintain the momentum and vigor of the partnership.
- Seek for grants, look for sponsors.
- Hold social events.



### 3.3 Step 3: Defining the region

One of the first items on the agenda for the first Regional Partner meeting should be to define the region that will be the focus of the work of the Partnership. It is important to engage the stakeholders in defining the region, so that they feel a sense of ownership and responsibility to deliver the work of the Partnership to benefit the region that they have defined.

The Regional Partnerships may be regarded as a regional or national initiative depending on the partnership's preferences for how they wish to define the region.

The regional approach has significant advantages when considering the particular dynamics involved in interface areas within the region. Taking a regional rather than national approach may enable a greater depth of analysis into the issues prevalent in the interface areas within that region and bring more localised focus to design interventions around enterprise and new entrepreneurship development, which will have a positive effect in the region.

By definition, tensions at interface areas tend to be localised, although they may have their roots in a more global problem. By taking a regional approach and finding solutions at a local level, there is the opportunity to then share and promote these solutions at a sub-state or multi-state level.

Rijeka Development Agency PORIN Ltd. represents the integrated activities for the entire regional development in the City of Rijeka, Croatia and the wider region. It was established to provide systematic support in the further development of the City of Rijeka and its economic entities.

RDA Porin delivers projects that promote and enhance entrepreneurship, and one such project is ENTERPRISE IN INTERFACE.

Headquartered in the country which has recently participated in the war with a neighboring state, we understand how important it is to create regional partnerships, hence our interest in the ENTER project, to focus on the region that we defined as the city of Rijeka. Although Rijeka was not largely affected by the war, we are faced with new challenges such as the rights of national minorities and refugees as a consequence of the conflict.

By definition, tensions at interface areas tend to be localised, although they may have their roots in a more global problem. By taking a regional approach and finding solutions at a local level, there is the opportunity to then 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 and the membership of Regional Partnerships should reflect this, albeit it will be important to develop initiatives in the context of both the regional and national policy environment.



### **3.4 Step 4: Identifying current initiatives, programs & strategies and possible gaps & needs**

Once the partnership has been formed, an early action should be to engage partners in the process of mapping current provision across the region that has been defined for the work of the Partnership. In the mapping exercise, partners are encouraged to contribute from their own knowledge and, using secondary sources, identify current support programmes in relation to social enterprise, entrepreneurship, enterprise and social innovation in areas of conflict or at interfaces, to identify the main stakeholders for provision of enterprise support and to identify any gaps in provision.

It will be important that consultations in each region are held with a range of stakeholders, including policy makers from Government agencies, local councils, local business development/enterprise organizations, influencers from trade associations, community organisations, membership bodies and support providers.

#### **Secondary sources**

A number of Government, academic and industry research and market reports are constantly developed about entrepreneurship and the impact of entrepreneurship/social entrepreneurship and enterprise/social enterprise in addressing socio-economic challenges. 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. Sources for this research can be captured using a template, a copy of which is included as a tool within the appendices of this Toolkit.

The data collected from secondary sources contains useful information at a regional, national and international level. Project partners are asked to develop their templates according to reports that have been carried out by Government Departments, regional development agencies, trade bodies and so forth in their own sector and to share the data collected with the Partnership.

The purpose of the secondary sources is to identify information which will inform the project and will help to highlight programme gaps. For instance, what information and support is currently not available? Are there examples of good practice, which could be shared between partners to examine how this might apply in their own region? Project partners are also encouraged to highlight some statistics from the sources to give as comprehensive an understanding of the relevant strategies in their region as possible.

The rise of tensions across Europe, associated with mistrust of those from a different culture, religion or tradition is a topic for much debate and research. When conducting the desk research it is important to focus on reports and surveys that highlight the key issues and opportunities that will impact on this issue over the next 5-10 years.

Online reports, information available through local authorities and business networks are important to be included in the scope of the desk research to ensure that there is a local context to the research, as well as the broader, global issues.



### Primary Sources

To complete the research, information should be gathered from the partners' primary sources. This involves gathering information directly from partners about the work that they are involved in or are aware of within their area of work, which is relevant to the ENTER project. A template has been developed to assist in gathering this information and is included as a tool in the appendices to this Toolkit.

Once gathered and analysed, the research will help the Partnership to map current provision and identify gaps, which will enable the Partnership to define its programmes and activities. This will be achieved through a series of facilitated meetings of the Partners, with the key output the creation of an action plan.





### 3.5 Step 5: Action Planning and Implementation

In our experience, it is important to establish a structure to the partnership, whereby there is a lead partner chairing meetings and coordinating the activities of the partnership. In the ENTER programme, this lead partner role was provided in each participating country by the project partner from that country (EBE in the UK, BDF in the Netherlands, Creative Spark in Ireland and RDA Porin in Croatia). At the outset of the development of the regional partnership the lead partner then needs to outline the level of commitment that will be required from the partners and record their commitment through a process of signing a commitment charter. In our partnerships, we worked to a timeframe that would see the work of the partnership evolve over an 18 month period, during which the full partnership would meet on 5 to 6 occasions.



*Partner meeting underway in East Belfast*

Between full partner meetings there were ongoing bi-lateral meetings between partners and with other, associate stakeholders and advisors. On occasion, sub-groups of the main partnership would be tasked to work on a particular action that was identified through the partner meeting, to progress actions between partner meetings.

All of the work of the partners was captured and recorded through action-oriented minutes of each partner meeting and reports/presentations providing updates at subsequent meetings. These documents formed an ongoing action plan for the partnership and enabled the lead partner to co-ordinate activities and manage the implementation of the work of the partnership throughout the process.

It is important not to be too prescriptive about the work of the partnership from its inception but, rather, to allow the partnership to evolve organically. In our experience, the most interesting and impactful work was achieved following chaired discussions at the main partner meetings, which would generate ideas that were taken forward through bi-lateral meetings and “task and finish” sub groups of the partnership, with updates provided at future partner meetings.

Recording partner meetings using an action-oriented minutes format is a useful resource to use to record actions underway and those involved in their implementation. An example of a template for recording of action-oriented minutes for each of the partner meetings is included in the “Tools” section of this Toolkit.



### 3.6 Step 6: Sustaining the Partnership

The first Partner meeting should have secured the engagement and commitment of partners to the project. In order to sustain that commitment, partners need to see the work of the Partnership as having a relevance to the work of their own organisation. Partners need to be involved and feel ownership of the project aims and the strategies and actions that the Partnership commits to.

Planning for future sustainability should be addressed from the inception of the Partnership and worked on through subsequent meetings as the Partnership develops and refines its action plan.

The sustainability for the work of the Partnership will be embedded within the Partnership's Action Plan, a factor of which will be establishing the future structure for Governance of the Partnership's work. This may be formalised in legal structures, or informal through working groups.



*Disseminating the work of the Croatian Partnership*

The Action plan should be focused on achieving the Vision and Mission of the Partnership and ultimately the aims of the ENTER project. It should include short-term as well as medium and long-term aims, so that the Partnership can remain energized as it witnesses the tangible achievement of the short-term aims through the delivery of agreed actions and evaluates the impact of these actions, disseminating the work of the partners to a wider audience to maintain momentum with the work of the partnership.

Action plans are currently being developed by the Regional Partnerships in each of the participating countries in the ENTER programme. The action plans will be available to download at the Enter website: [www.enterproject.info](http://www.enterproject.info)



## 4. Resources to help you set up and run a Regional Partnership

The ENTER programme has benefitted from a strong brand identity and a professional communications strategy. We welcome other partnerships who wish to replicate the work that we have been promoting, within their own regions to use this branding and associated marketing material free of charge.

To access the branding and marketing tools, please make contact via the website [www.enterproject.info](http://www.enterproject.info)



To facilitate the process of establishing and running a regional partnership, a set of document templates are provided and can be used as helpful resources. These have been referenced throughout this document and include:

- Stakeholder Analysis Template
- PowerPoint presentation to be used during the meetings with stakeholders participating in the initial Regional partnership
- Sample Invitation Letter
- Summary Description of the ENTER project
- Secondary Research Sources Template
- Primary Research Sources Template
- Attendance Register template
- Regional Partnership Commitment Charter
- Initial Regional Partnership draft agenda
- Action Oriented Minutes Template
- Best practice examples

Copies of these documents are contained within the following appendices and the templates can also be downloaded separately from the following address: [www.enterproject.info](http://www.enterproject.info)





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## Tools to Establish a Regional Partnership





## TEMPLATE TO RECORD PRIMARY RESEARCH DATA RESOURCES

(e) co-ordinator's email

(w) [www.enterproject.info](http://www.enterproject.info)

Further to the first meeting of the local regional partnership in Location, held on Date, for the ENTER –Enterprise in Interface Erasmus Project, we would really appreciate if you could provide a little information about projects, social enterprises or enterprises (e.g. workspace, training, networks, marketing etc), initiatives and activities in which you are involved or of which you are aware, that may be relevant to this project.

You can use the template below to copy and paste in the information or provide web links etc.

Name of project / initiative / activity	Short description on the project / initiative / activity, links to website etc.	Organisation or person leading the project / initiative / activity and contact details	Any other useful contacts

## SECONDARY SOURCES TABLE

Type of sources	Name of reports / publications
Partner resources	
Case studies of best practice	
Reports for cross cultural initiatives	
Government initiatives	
Other key stakeholders	
Local directory	
Electronic resources	
Practitioner reports	
Reserach reports	
Academic papers	
Other	

## KEY STAKEHOLDERS RELEVANT TO REGIONAL ALLIANCE / PARTNERSHIP

Stakeholder	Program Development Role	Program Implementation Role	Reach (international, national, regional, local)	Impact on regional alliance (high, medium, low)



**ENTER**  
ENTERPRISE IN INTERFACE

# ENTER - Regional Partnership Meeting 1

Date:

Meeting venue:

## ATTENDANCE RECORD

NAME	EMAIL	ORGANISATION	SIGNATURE



Erasmus+



# ENTER Regional Partnership Commitment Charter

**I want to help make our region a supportive environment foster good relations through the medium of enterprise**



We are working to assist entrepreneurs, via a Regional partnership and through the medium of enterprise, to get build strong working relationships and foster collaboration between those of different cultures and traditions.

We have set three big aims:

## Encourage

Contribute to a Regional Partnership of stakeholders working in interface areas to encourage a supportive environment for entrepreneurs and enterprise

## Educate

Work with those operating in interface areas to identify opportunities through entrepreneurship and enterprise to foster good relations.

## Employ

Increase the chances of successful entrepreneurship by developing & delivering up to date training to improve enterprise opportunities in interface areas

My pledge is on behalf of:

☐

An individual

☐

An organisation

☐

A company

By 2016 we commit to:

1. Create a Regional Alliance to support Entrepreneurs in interface areas
2. Encourage education within the sector, to promote enterprise opportunities in interface areas
3. Help support and encourage entrepreneurs and those working in interface areas to make use of training materials and online resources developed by the ENTER project

**Your name:**

**Date:**

**Company / Organisation:**

**Email address:**



Erasmus+

# LETTER OF INVITATION

Invitee  
Address

Date

Dear name of invitee,



## **RE: ENTER - Enterprise in Interface, Regional Partnership**

East Belfast Enterprise has recently secured support under the EU Erasmus+ programme and entered into a trans-national partnership with colleagues in the Republic of Ireland, Croatia and the Netherlands to examine the role of entrepreneurship and enterprise in interface areas.

The purpose of the project is to learn about initiatives in interface areas and share knowledge across Europe, to identify how enterprise, social enterprise and business activities can facilitate positive engagement between people from different communities.

To help to shape this programme, I wish to invite you to join a Regional Partnership, which will act as an advisory steering group. It is envisaged that this partnership will include people and organisations with an interest in the work around interface areas. Members of the partnership will include those from the Community and Voluntary Sector, Business, Academia, Statutory bodies and practitioners in Enterprise.

The inaugural meeting of this Regional Partnership will be held in the offices of LOCATION OF MEETING on DATE AND TIME OF MEETING.

At the first meeting some further details of the ENTER programme will be shared and those in attendance will have the opportunity to explain about their interest and current role in working in interface areas. The meeting will conclude with an agreed plan for clarifying the membership and role of this Partnership for the remainder of the ENTER programme.

I have enclosed a draft agenda for the meeting and hope that you will be able to join us. Please confirm if you will be attending the meeting, so that I can make the necessary catering arrangements.

I have enclosed some brief information about the ENTER programme, a draft agenda and details of car-parking options when attending the meeting,

Yours sincerely,

NAME OF MEETING ORGANISER  
TITLE OF MEETING ORGANISER



## **Regional Partnership Meeting**

### **Agenda**

#### **Time, Date and Location of Meeting**

10.00 Welcome Coffee

10.15 Introduction to ENTER and Case Studies

10.45 Discussion on role of Regional Partnership in ENTER

- Define the Region that will be the focus of activity under the ENTER programme
- Partner members experiences of working in interface areas
- Discussion about current and future plans for initiatives in interface areas
- What role should this ENTER Regional Partnership have in encouraging enterprise/ entrepreneurship in the defined Region?
- What training would be useful to promote and develop enterprise and social enterprise in socio-economically deprived interface areas?
- Who else should be invited to join the Regional Partnership?
- Future Research, Next Steps and Future Plans

12.00 AOB, date of next meeting and Close of meeting



## ENTER PROGRAMME SUMMARY

### Introduction

The ENTER programme is an initiative funded under the EU Erasmus+ programme. East Belfast Enterprise is the lead partner for the programme, which has partners in Croatia, the Netherlands, Northern Ireland and the Republic of Ireland.

The funding is for the purpose of promoting cooperation for innovation and the exchange of good practices. Specifically, the ENTER programme aims to encourage greater access to enterprise education at interface areas, where business and enterprise can be used as a “neutral” platform to foster good relations between people of different cultural backgrounds.

The programme commenced in September 2015 and will run for 24 months. During the initial phase, the project partners met in Belfast to reaffirm commitment to the programme objectives and agree plans for delivery of the programme.

### Programme Aims and Outputs

The agreed aim of the project is to investigate:

“The Transformative Effect that Enterprise can have in Local Communities”, with a particular focus on the role of businesses and community organisations as well as the role of people living in local communities, where those from different cultures and backgrounds interface.

The programme will investigate the role of enterprise in areas that have socio-economic challenges and will do this by

1. Creating local partnerships/networks that examine how enterprise can be used to maximum effect to enable cultures and different traditions to interact in a non-threatening environment.
2. Developing a Toolkit and Action Plan to enable the programme to be delivered elsewhere and the learning from the project to be shared across the EU
3. Delivering a training programme to train practitioners working in the target areas.

The project will be delivered over a two year period with key outputs being:

Year 1: Develop a Toolkit and Action plan and Build Alliances, creating local partnerships and networks to investigate how enterprise can be used to maximum effect to bring socio-economic change to local communities

Year 2: Develop and deliver a training course for those working in economic and community development, to include those working with youth and other disadvantaged and disengaged groups.



## Regional Partnership Meeting

### Minutes

#### Time, Date and Location of Meeting

Present:

1.0 Apologies

2.0 Minutes & Matters Arising

	Action to be taken by	Deadline for completion
3.0 (Agenda item) <i>Record of discussion and summary of key points agreed and actions to be progressed</i>	<i>Identify partner responsible</i>	<i>Record date for completion</i>
4.0 (Agenda item) <i>Record of discussion and summary of key points agreed and actions to be progressed</i>	<i>Identify partner responsible</i>	<i>Record date for completion</i>
Etc.		
AOB <i>Any points raised under AOB noted and actions to be progressed recorded</i>	<i>Identify partner responsible</i>	<i>Record date for completion</i>
Date of next meeting		

