

**ERASUS**

**WESB**

**Best Practice  
Guide**  
on  
SMEs and youth  
organizations  
cooperation

This Guide was developed within the framework of *Cooperate to Operate - bringing together youth organizations and SMEs through corporate social responsibility (CoOp)* project.

CoOp project (2017-2019) aims to enhance the collaboration between Small-Medium Enterprises (SMEs) and youth organizations, thus to promote and encourage private investment in youth development, and education. The main objective of the project is to support youth workers and youth organizations to diversify their funding sources and attract investments from the business sector, by professionalizing them in the field of CSR and fundraising from SMEs.

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The project is outcome of a partnership between Norsensus Mediaforum (Norway), Youth Work Ireland (Ireland), Fundatia Danis (Romania), Asset Tec (Greece) and Fundacja Robinson Crusoe (Poland).

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## TABLE OF CONTENTS

<b>1. Introduction</b> .....	<b>5</b>
<b>2. Methodology</b> .....	<b>7</b>
<b>3. Strategies</b> .....	<b>10</b>
<b>4. Recommendations</b> .....	<b>16</b>
<b>5. Conclusions</b> .....	<b>18</b>
<b>6. Resources</b> .....	<b>20</b>
<b>Annex I. Case studies' Reflections per country</b> .....	<b>21</b>
<b>Greece</b> .....	<b>21</b>
<b>Ireland</b> .....	<b>25</b>
<b>Norway</b> .....	<b>31</b>
<b>Poland</b> .....	<b>46</b>
<b>Romania</b> .....	<b>54</b>

## Introduction

### Context and objectives

*CoOp Best Practice Guide* has been developed within *Cooperate to Operate – bringing together youth organizations and SMEs through corporate social responsibility (CoOp)* project. The main goal of the study was to collect Case studies – Best Practices that can be used as meaningful tools, examples and guidelines, by both youth organizations and Small and Micro Enterprises (SMEs) interested in enhancing their collaboration and have join synergies with an impact in their community.

*CoOp Best Practice Guide* compare and summarizes data from the *CoOp National Best Practices Report on collaboration between Youth Organizations and SMEs* in Greece, Ireland, Norway, Poland and Romania, which were developed by the CoOp partners: Asset Tec (Greece), Youth Work Ireland (Ireland), Norsensus Mediaforum (Norway), Fundacja Robinson Crusoe (Poland) and Fundatia Danis (Romania), following the methodology commonly agreed at a consortium level. Furthermore, based on these national best practices, it extracts specific recommendations in order to boost sustainable strategies of collaboration.

Specifically, the main objectives of the *Best Practice Guide* are: to give an overview of the *CoOp National Best Practices Report* from Greece, Ireland, Norway, Poland and Romania; and to provide both youth organizations and Small and Micro Enterprises (SMEs) guidelines for sustainable strategies of collaboration, tips and tricks - dos and don'ts, valuable lessons and advices on how to enhance the collaboration between the two sectors for CSR programs focused on youth development in order to further promote such cooperation.

The *Best Practice Guide* serves a number of interested stakeholders. First of all, it facilitates the partner organizations as a meaningful tool for youth organizations and youth workers interested in improving their collaboration with SMEs, which could also further motivate both sectors for improving their cooperation for the wellbeing of their communities. Furthermore, it serves any

other European organization, institution, enterprise interested in the cooperation between SMEs and youth organizations, or interested in further developing CoOp research or similar European projects, or in using the data presented here for improving the cross-sector cooperation between youth organizations and SMEs, through education, training or consultancy services.

At last, *CoOp Best Practice Guide* comprises of four chapters. It starts with the “Methodology” part, in which all the necessary info about the research design and approach that the partners’ followed are being provided. Then, following, are the basic conclusions and remarks that have been derived per country “Strategies”, and the specific “Recommendations” for enhancing sustainable strategies of cooperation. It concludes with some general points of interest.

## Methodology

The CoOp research design was suggested by the work stream Coordinator, Asset Technology, and commonly developed and agreed in the consortium level. CoOp partners conducted a selection of four (4) Case Studies as Best Practices, each on cooperation between SMEs and youth organizations in their countries, respectively in Greece, Ireland, Norway, Poland and Romania.

Each of the four national case studies comprised from interviews: two with SMEs and two with NGOs and youth organizations' representatives. This approach has been taken in order to provide a complete image of such collaborations between the SMEs and youth organizations, i.e. trying to learn and identify successful strategies on how to develop new partnerships by having the perspective of both parties involved in the cooperation.

Specifically, twenty interviews have been conducted in total by CoOp partners in order to gather the relevant best practices. Ten of these with SMEs and ten more with youth organizations/ organizations involved in youth activities.

The common criteria taken into consideration in order to choose the specific case studies were already set in the approved project proposal and in the guidelines of the IO2 Framework provided by ASSET Tec. Due its diverse context in CSR themes, Norway has been an exception (see "Strategies", p. 9).

In general, the data gathered from the research conducted for CoOp IO1 studies (*CoOp National Reports on SMEs and Youth Organizations Cooperation*), the partners' own reflections and networks, have been main triggers and served as a pool of best practices that the partners' choose from.

The basic info of the organisations that have been selected and interviewed in order to gather the relevant case studies' per country are summarized below in Table 1.

**Table I. Case studies' Organizations' info**

	<b>Name</b>	<b>Type of organization</b>	<b>Sector of activity</b>	<b>Geographical coverage</b>	<b>Head office</b>
1	<b>ASSET Technology</b>	SME	Consulting/ Training	National, European	Athens (GR)
2	<b>Action Synergy</b>	SME	Education/ Training	National, International	Athens (GR)
3	<b>Theotokos Foundation</b>	NGO	Education/ Training	Regional	Athens (GR)
4	<b>Project CONNECT</b>	NGO	Consulting/ Training in shipping	National, International	Piraeus (GR)
5	<b>Urban Picnic</b>	SME	Catering	Local	Dublin (IRL)
6	<b>Stelfox</b>	SME	Recruitment agency	National, International	Dublin (IRL)
7	<b>SWAN Youth Service</b>	NGO	Developmental work/ non-formal education	Local	Dublin inner city (IRL)
8	<b>Foroige / Youth Bank Fingal</b>	NGO	Youth support (grants)	Local	Balbriggan (town) (IRL)
9	<b>Windstad Media</b>	SME	Journalism and Media Services	Local	Oslo (N)
10	<b>Kicks</b>	SME	Cosmetics	National (Norwegian branch of the company)	Oslo (N)
11	<b>Norsensus Mediaforum</b>	NGO	Media, ICT and communication	Local, National, European	Oslo (N)
12	<b>Pangealekene (Pangea Games)</b>	NGO	Mathematics and Science Education	National	Oslo (N)
13	<b>Lang LTC- English Learning</b>	SME	Education/ Training	National	Warsaw (PL)
14	<b>Educational Games</b>	SME	Games creation / team building	National	Warsaw (PL)
15	<b>Robinson Crusoe Foundation</b>	NGO	Youth support	National	Warsaw (PL)
16	<b>Regional Youth Center</b>	NGO	Youth support (active citizenship)	Local	Łębork (PL)
17	<b>Young</b>	SME	Advertising	Regional	Cluj-Napoca (RO)
18	<b>Daisler Print House</b>	SME	Printing	Regional	Cluj-Napoca (RO)
19	<b>Fundatia Danis</b>	NGO	Entrepreneurship education	Local, Regional, National & European	Cluj-Napoca (RO)
20	<b>RATIO Association</b>	NGO	Student representation & development	Local (mostly), but also Regional & National	Cluj-Napoca (RO)



Following the identification of suitable best practice examples, the partners' looked into the key persons that should interview in order to gather all necessary information. Thus, the interviewees representing both SMEs and youth organizations have been in key positions such as: Founders, Chairman, Directors and Co-Directors, and/ or in general in positions directly involved in each cross sector collaboration.

The four case studies per country were presented in detail in the Partners' respective report and then they were analyzed following the reflection points agreed among the consortium (Annex 1: pp. 21 - 69). This analysis emphasized in crucial cooperation elements, such as the target group of the project, the impact of the collaboration, validation and innovation of the collaboration, constraints encountered by the partners, sustainability of the cooperation, transferability and replicability of the collaboration method, and lessons learned during the process of cooperation.

At last, by performing the aforementioned critical analysis on the experiences collected, the partners' managed to identify a number of sustainable strategies on collaboration between SMEs and youth organisations. Following in the next chapter are the main strategies identified per country.

## Strategies

In order to form and/ or further develop sustainable strategies of collaboration between SMEs and Youth Organizations, the following basic conclusions and remarks based on the aforementioned analysis performed per country have been derived:

### Greece

On SMEs, the owners' personal motivation seems to play an important role to the choice of collaboration(s). So, regarding the pitching of youth organizations in order to establish such collaboration, it is important as a first step to identify and get in contact with an owner with a similar interest to each organization's goals and activities.

Also, in all of the case studies, good communication between the two organizations for the successful realization of the collaboration has been identified as a key of success. Thus, all interviewees referred to the need of either constant or good communication between the partners. This development of good communication, i.e. the avoidance of both lack of and over communication has been referred as the most important factor in each and all of the described collaborations.

Furthermore, it seems that the sustainability of such collaborations increase in case this partnership doesn't involve only money contributions of the SMEs to the NGOs, but it is further expanded to more areas such as in kind contribution, volunteering, etc. More specifically, it seems that informing and trying to involve the SME partner organization in other common initiatives can be a strong asset for the youth organizations'.

At last, European/ State (co)-funding has been mentioned as a factor that can play a major role in the framework in which such CSR collaborations can be developed. The involvement of the prospective partner in a project seems that can further expand and develop such partnership.

The specific advices – Tips and Tricks that derived from the aforementioned analysis can be summarized in the following table:

**Table 1. Tips and Tricks / dos & donts**

Tips and Tricks		Dos	Don't
1	Pitching	Identify and get in contact with an SME owner with a similar interest to your organization	Overlook the SME's interests
2	Establishment & Sustainability of Collaboration	Develop good communication	Avoid lack of and over communication
3	Sustainability of Collaboration	Inform and try to involve your SME partner organization in other common initiatives	Limit your partnership only on asking for money contributions
4	Sustainability of Collaboration	Try to involve the prospective partner in a project (win – win situation)	Limit your partnership only on asking for money contributions

## Ireland

A number of themes emerged from the documented case studies:

Seeing the work the Youth NGO does in situ, seeing the impact in person on the young people, is very powerful in convincing SMEs to get involved and support them, and this is often how a CSR project goes from a 'maybe', an idea, to real significant engagement and commitment.

SMEs really appreciate receiving regular updates on the work of the NGO. They also value having a dedicated contact person they can have a relationship with, to manage the collaboration together.

Those SMEs who cannot give cash funding are generous however with their own time or staff time, expertise and specialist skills. Those who do give cash funding look for professionally run, transparent NGOs with good governance.

SMEs appreciate programmes that have additional wider or future community impact beyond the YP directly engaged in the programme (be it beneficial to their geographical area, or a professional field).

Multi-partner models are on the rise, whereby there is engagement from NGOs, businesses and public bodies altogether; in particular there is a number of examples of employability programmes involving funding coming from a public body, programme coordination provided by a Youth NGOs, and work placements/skills training provided by SMEs, with sometimes also a large Corporate providing either more funds and/or work experience also. Each partner provides what they can afford to provide and what they do best. These larger programmes feel credible and safe for SMEs to get involved with.

## Norway

Norway is a country where typical business and NGO relation and classic CSR concept is not present. For this, the Norwegian partner, Norsensus Mediaforum, struggled to find matching good examples as suggested by the framework developed in this research. In order to overcome this context peculiarity and inform also the Norwegian framework on best practices of cooperation, a different approach has been adopted leading to the identification of diverse case studies compared to the rest of the partner country examples.

Specifically, for the collection of the case studies, Norsensus Mediaforum focused on trying to find comparable examples by studying one unique foundation (Prospera) which is working to help nonprofits and social change organizations solve critical challenges with the support of consultants willing to donate their time and skill sets, which was a promising case to provide the closest traditional CSR example which prevails outside Nordic region.

Through Prospera case, one good example of youth organization experience has been reached. Furthermore, two of the cases of Norsensus Mediaforum to reflect youth organization perspective and company perspective have been analyzed as well as one more SME.

The results indicated, first of all, that it is necessary to have a typical, formal country CSR framework in order to identify a business – NGO collaboration. NGO - business collaboration can happen even in a country like Norway, in which, furthermore, civil society is spoilt with the safety net of the public opportunities.

Also, it can be argued that a very basic collaboration can bring more benefits for both sides when there is open-mindedness and less ambitious goals. Companies can be actually involved in sometimes contributing a lot to transforming a youth organization in win – win cooperation schemes.

Furthermore, utilizing the closer circle of contacts and network can serve as a first step into turning them into strategic collaborations. Detecting common interest areas between companies and NGOs while attempting to build relations is a key process.

At last, in order to develop a close and unique cooperation the two partner organisations can found together to do something for the big community as well as for individuals: a partnership that provides values for all participants in the project, which can serve as an example that inspires and touches many lives and complements the welfare state provisions.

## Poland

From all case studies it can be concluded that only those that go beyond just proving financial support are successful and have a chance of building a relationship that will last. Also, companies are interested in projects that have an impact on the community or are innovative, and could provide greater visibility as well as support their field of activity. At last, they appreciate the youth organizations expertise in the social field but want to feel involved in the project though being at the same time guided. Therefore, professionalism is appreciated as well as transparency and openness.

It is essential for youth organizations to make sure to show from the start to the SME the possibilities cooperation offers to answer their interest and needs. The cooperation seems to be more successful when it allows involving company employees, especially on various levels of the company. Moreover, it can be also learned from the case studies that having cooperation with a business partner provides credibility to the youth organization which helps to attract other companies as well as public partners. Learning to design projects or events in such a way that companies PR and marketing interests are fulfilled is therefore also of benefit to the youth organization, as it can lead to more project opportunities and synergies in the future.

## Romania

From the SMEs interviewed for the case studies, it has been identified that the companies are more interested in projects that have greater impact in the community or in innovative projects, which could open new directions in their field of activity. Also, companies appreciate youth organizations' professionalism, transparency and constant communication about the project's activities, project's results, but also about the organization's developments. SMEs seem to be more open to co-finance projects or to give in-kind support, being genuinely interested to support great community initiatives.

From the youth organizations interviewed for the case studies, it has been identified that projects or methods of involvement should be creative and these should answer smartly to the company's interests and needs. The collaboration can be more successful if the organizations can design projects that address people who could also be companies' clients or could help companies in better reaching their clients or business partners. Also, the organizations should design projects or events in such a way that companies' PR or marketing interests could be transformed in project opportunities for the NGOs. Youth organizations are aware that for successful collaboration with SMEs, professionalism, transparency and keeping promises are very important in the process. Finally, from these case studies, we also learned that organizations could find innovative ways of getting SMEs' support in order to reach other business supporters and donors.

## Recommendations

Specific recommendations – Tips and Tricks derived from the aforementioned analysis targeting to support SMEs and Youth Organizations in all the different cooperation stages in order to perform sustainable strategies of collaboration. These specific advices can be summarized in the following table:

**Table 2. Tips and Tricks / dos & donts**

Tips and Tricks		Dos	Don't
1	Establishment of Collaboration	Identify and get in contact with a SME with similar interests, motivation, values to your organization	Overlook the SME's needs, interests, goals
2	Establishment & Sustainability of Collaboration	Develop good communication - be flexible on the communication preferences of your partner	Avoid lack of but also over communication
3	Sustainability of Collaboration	Inform and try to involve your SME partner organization in other common initiatives	Limit your partnership only on asking for money contributions
4	Sustainability of Collaboration	Try to involve the prospective partner in a project (win – win situation)	Limit your partnership only on asking for contributions
5	Pitching & Sustainability	Be professional	
6	Pitching & Sustainability	Be transparent and honest	
7	Establishment & Sustainability of Collaboration	Answer smartly to the company's interests and needs: design projects that address people who could also be companies' clients or could help companies in better reaching their clients or business partners	Overlook the fact that a SME is a company and profit is its main target.
8	Establishment & Sustainability of Collaboration	Design projects or events in such a way that companies' PR or marketing interests could be transformed in project opportunities for the NGOs	Overlook the fact that a SME is a company and profit is its main target.
9	Establishment & Sustainability of Collaboration	Show the work your organization does in situ, show them the impact in person	
10	Establishment & Sustainability of Collaboration	Appoint a dedicated contact person they can have a relationship with	



11	Establishment & Sustainability of Collaboration	Time or staff time, expertise and specialist skills.	Limit your partnership only on asking for money contributions
12	Establishment & Sustainability of Collaboration	Check the possibility of multi-partner models	

## Conclusions

CoOp *Best Practice Guide* has been developed within *Cooperate to Operate – bringing together youth organizations and SMEs through corporate social responsibility (CoOp)* project, in order to inform the contextual framework on specific recommendations about how to form and develop sustainable strategies of collaboration between SMEs and Youth Organizations.

Following the case studies – best practices selection in their respective countries, CoOp partners’ performed a series of interviews, followed by critical analyses, from which they extracted basic conclusions and remarks on cooperation experiences. These experiences were the trigger for the CoOp *Best Practice Guide*.

In sum, extracting from these experiences a number of tips have been developed in order to boost SMEs and Youth Organizations collaboration in all its different stages: identification of potential partner; pitching; relationship establishment and maintenance.

Specifically, planning ahead and the identification of the right partner with which you share motivation, interests, values are the first key steps.

Good communication has been identified as one of the most important factors of cooperation establishment and sustainability in a number of best practices of collaboration in all the partner countries and in all the synergy stages, from pitching to relationship establishment and maintenance. This communication can be boosted following specific guidelines, namely: the avoidance of both lack of and over communication, professionalism, transparency and honesty in the communication, having a dedicated contact person the partner can build a relationship with and in general flexibility taking into consideration the communication preferences of the partner organisation.

Sustainability and further development of such collaborations increase in case the partnership doesn’t involve only money contributions of the SMEs to the NGOs, but it is further expanded to

more areas such as in kind contribution, volunteering, etc. More specifically, it seems that informing, showing the work impact in situ and trying to involve the SME partner organization in other common initiatives can be a strong asset for the youth organizations’.

At last, it is of high importance for the youth organisations to keep in mind that a SME is still a company with main goal its profit. The design of projects that address people who could also be companies’ clients or could help companies in better reaching their clients or business partners; the design of projects or events in such a way that companies’ PR or marketing interests are being met; and checking the possibility of multi-partner models or European/ State (co)-funding could all be transformed in project opportunities for the NGOs and win – win collaborations for both them and their Business partner.

## Resources

Andreadis, S.M., Georgakakou, E. (2018). *CoOp Study. Greece Best Practices Report on collaboration between Youth Organizations and SMEs.*

L'Hénoret, A. (2018). *CoOp Study. Ireland Best Practices Report on collaboration between Youth Organizations and SMEs.*

Sevincer, V., Gunaydin, A. (2018). *CoOp Study. Norway Best Practices Report on collaboration between Youth Organizations and SMEs.*

Lezenski, A., Puchalska, U. (2018). *CoOp Study. Poland Best Practices Report on collaboration between Youth Organizations and SMEs.*

Bădescu, C., Beudean, P., Haruța, C. (2018). *CoOp Study. Romania Best Practices Report on collaboration between Youth Organizations and SMEs.*

## Annex I. Case studies' Reflections per country

### Greece

#### Case study no 1 - ASSET Technology (SME)

Element	Guidance
Title	ASSET & EPAPSY: integration of youth with mild mental health problems
Location	Local level: Athens' north and east part
Purpose	To cover the need for social integration through employment of young people with mild mental problems
Brief Description	The establishment of the Social Cooperative "KoiSPE ILIOTROPIO" (Sunflower): Job placements for youth in local level - in a protected working environment and specifically for young people with mild mental problems
Beneficiaries	Young people with mild mental problems / local community
Impact	100+ young people with mild mental problems had integrated in employment Strengthening social cohesion in local community
Validation	Contracts of employment with Municipalities, public and private organizations
Innovation	<ul style="list-style-type: none"> <li>• SME &amp; Youth organization cooperation for the establishment of a SC</li> <li>• Success to involve the public sector in the project through the SME networking</li> </ul>
Constraints	<ul style="list-style-type: none"> <li>• Taboo of hiring people with mild mental problems</li> <li>• High unemployment rates</li> <li>• Employment challenge for the specific target group</li> </ul>
Sustainability	The SC ILIOTROPIO runs successfully since its establishment in 2008 (- ongoing). The cooperation continues till today with both organizations supporting the SC activities / Asset Tec Director was the first President of the SC, while membership is still active
Transferability - Replicability	In national level, this type of collaboration can be transferred for the establishment of other SCs (KoiSPE) under the same legal framework In a wider context, this type of collaboration can be transferred in national and European level establishing collaborations between the private and public sector and NGOs for the employment integration of young people with mild mental problems
Lessons Learned - Conclusions	<ol style="list-style-type: none"> <li>1. Very successful collaboration</li> <li>2. Need for constant and good communication between the two organizations for the successful realization of the project</li> <li>3. SME's personal interest and motivation is important for the collaboration</li> <li>4. Public sector is important for the SC success</li> </ol>

**Case study no 2 - Action Synergy (SME)**

Element	Guidance
Title	Action Synergy & Cultural Association of Fortetsa: development of the local society through tourism
Location	Suburb of Fortetsa, Heraklion Crete, Greece
Purpose	The development of the deprived suburb of Fortetsa, which faces many social problems
Brief Description	Organization of the first seminar and street festival, in order to develop the capacity of young people and youth organizations, so as to develop community - based tourism products (with a focus on street festivals) resulting to promoting the development of their community in a sustainable way, and allow the whole community to benefit from tourism and acquire an alternative source of income
Beneficiaries	Youth workers from Greece, Italy, Brazil and Cape Verde (seminar) and the public (festival)
Impact	The community had the chance to identify their assets; they have developed the know - how in the organization of community tourism events, and the capacity to develop as an area through tourism
Validation	<ol style="list-style-type: none"> <li>1. The high amount of people that visited it</li> <li>2. the opinion of foreign and local guests in the satisfaction questionnaire</li> <li>3. Fortetsa has started to increase the interest both of local and foreign visitors who have started visiting it</li> <li>4. Income was generated for the community and especially for the young people involved (through selling of handcrafts, food, jewelry, etc.)</li> </ol>
Innovation	Development of the local community in a sustainable way through tourism, i.e. street festivals
Constraints	Budget constraints – need of the European co funding
Sustainability	<ul style="list-style-type: none"> <li>• The local community is keen on continuing and extending these activities</li> <li>• The organizations are keen on continuing their cooperation in the framework of other initiatives</li> </ul>
Transferability - Replicability	<p>This type of cooperation can be applied to any project that the two partner organizations hold a good collaboration. Specific recommendations:</p> <ol style="list-style-type: none"> <li>1. Constant contact &amp; holding good relations with the NGO</li> <li>2. Knowledge of the local community assets that can be further developed, in this case potential for development through tourism</li> </ol>
Lessons Learned - Conclusions	<ol style="list-style-type: none"> <li>1. Very successful collaboration</li> <li>2. need for constant &amp; good communication between the two organizations for the successful realization of the project</li> <li>3. European/ State (Co) funding can play a major role in the framework in which such collaborations can be developed</li> </ol>

**Case study no 3 - Theotokos Foundation (NGO)**

Element	Guidance
Title	Theotokos & supermarket Metro: double collaboration on the integration through employment of youth with mild mental health problems & in kind contribution
Location	Regional: Attika region
Purpose	<ol style="list-style-type: none"> <li>cover the need on supplies (food &amp; nonfood items) of the NGO</li> <li>facilitate the integration to employment of youth with mild mental health problems</li> </ol>
Brief Description	Metro offers supplies twice a year in the NGO. Furthermore, it provides job positions to the NGO beneficiaries
Beneficiaries	More than 20 Youth with mild mental health problems
Impact	More than 20 people in total have worked there through the years integrating to employment
Validation	Contracts of at least 20 youth with Metro, 2 people have retired from there (state pensions)
Innovation	The support from the enterprise to the NGO is not only in in kind contribution but also in the job offering
Constraints	Taboo of hiring people with mild mental problems, high unemployment
Sustainability	<ul style="list-style-type: none"> <li>The collaboration runs successfully more than 20 years.</li> <li>The cofounding of the cost of employer's contributions from the European Union – Greek state is of high importance</li> </ul>
Transferability - Replicability	<p>This type of cooperation can be applied to any project that the two partner organizations of similar profile (same type of beneficiaries) with the aforementioned hold a good collaboration. Specific recommendations:</p> <ol style="list-style-type: none"> <li>Constant contact &amp; holding good relations with the SME</li> <li>Motivation of the NGOs employees to actively participate</li> </ol>
Lessons Learned - Conclusions	<ol style="list-style-type: none"> <li>Very successful collaboration</li> <li>Need for constant and good communication between the two organizations for the successful realization and sustainability of the project</li> <li>European/ State (Co) funding can play a major role in the framework in which such collaborations can be developed</li> </ol>

**Case study no 4 - Project Connect (NPO)**

Element	Guidance
Title	Internships on youth maritime graduates: Project Connect & Ariston Navigation Corporation Project Connect & Dianik Bros Shipping Project Connect & Lotus Shipping Company Limited
Location	National, International
Purpose	The need for experience on the maritime sector of young maritime graduates in order to avoid the brain drain
Brief Description	Ariston Navigation Corporation, DianikBross Shipping & Lotus Shipping Company Limited offer paid internship placements to young graduates. The link between the two is Project Connect NPO
Beneficiaries	3 Young maritime graduates have already completed their internships
Impact	Following the collaboration, some of the companies created Internship programs of their own
Validation	Contract of internships of young graduates with the shipping companies
Innovation	The NPO offers the link between maritime graduates and shipping companies
Constraints	describe the limitations / problems encountered
Sustainability	<ul style="list-style-type: none"> <li>• The collaborations run successfully since 2015</li> <li>• The organizations are keen on continuing their cooperation in the framework of the same project</li> </ul>
Transferability - Replicability	This type of cooperation can be applied to any project that the two partner organizations hold a good collaboration. Specific recommendations: Constant contact & holding good relations with the SME
Lessons Learned - Conclusions	<ol style="list-style-type: none"> <li>1. Very successful collaboration</li> <li>2. Internship offers an access to employment for youth without prior work experience</li> <li>3. need for constant and good communication between the organizations for the successful realization of the project</li> </ol>



## Ireland

### Case study no 1 - Urban Picnic Outreach Programme (SME)

Element	Guidance
Title	Urban Picnic Outreach Programme
Location	Local
Purpose	Provide opportunities for young people from deprived backgrounds facing employability challenges
Brief Description	Offer both short work placements & long terms professional skills training to YP, through structured mentoring programmes
Beneficiaries	2 Young People have completed and 2 more are in the programme now
Impact	So far 4 YP have completed the short placement; 2 of them entered a 6 months paid professional skills programme; 1 of them will complete this successfully and be a fully trained employable commis chef. Additionally this has a positive impact on the wider local community
Validation	The initial 3 week placement is combined with a 3 week taught programme and completion of both leads to a certificate and graduation ceremony. Those who are successful within Urban Picnic can enter a further paid 6 month employment and training deal
Innovation	Multiple partners each offer what they can provide best (funds, venues, skills training, mentoring, teaching etc) Two-step programme with a 'trial' period before further commitment
Constraints	The programme requires time and energy from the staff who act as mentors. They also need to be trained on how to mentor first. The programme needs to be agreed by the larger corporates that host Urban Picnic's restaurants (security requirements etc)
Sustainability	So far all organizations are keen to continue their cooperation in the same way. It may be at risk if the employment coordinator was no longer funded by the public body but one would hope that the programme is well-enough established to continue anyway.
Transferability - Replicability	Recommendations for Youth NGOs: <ol style="list-style-type: none"> <li>1. Organize a highly motivating first contact by showing the good work of the NGO to the SME in situ</li> <li>2. Have a dedicated contact person in the NGO to communicate with</li> <li>3. Ensure this person is responsive and supportive of the SME's efforts</li> </ol>

Lessons Learned - Conclusions	<ol style="list-style-type: none"> <li>1. SMEs can offer a lot but not necessarily cash, so youth organizations should find out what they can provide/be creative</li> <li>2. Professionalism and openness to show their work on the part of the youth organizations really motivate SMEs to help.</li> <li>3. Successful SME owners like to give back to the community</li> </ol>
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### Case study no 2 - Stelfox (SME)

Element	Guidance
Title	SOAR
Location	National
Purpose	Create and deliver early intervention-preventative wellness workshops in schools for young people aged 12 to 18 years from all backgrounds
Brief Description	Their 3 hour workshops empower young people to thrive, believe in themselves and fulfill their true potential
Beneficiaries	SOAR have worked with over 27,000 young people aged 12-18 since 2012 all over Ireland
Impact	<ul style="list-style-type: none"> <li>• Increased emotional well-being</li> <li>• Strengthened resilience</li> <li>• Improved levels of self-confidence, awareness and self-belief</li> <li>• Recognition of their own unique strengths</li> <li>• An increased awareness of how to express their feelings</li> <li>• Enhanced emotional and social skills</li> </ul>
Validation	There is no certification however SOAR survey the YP on the impact of their workshops and the results are very positive.
Innovation	SOAR brought in a model from Australia that was new to Ireland. They approached businesses from the beginning to receive support for their work.
Constraints	SOAR relies on cash funding from companies to continue their work. For example they receive a steady 15,000 euro from Stelfox every year so there is a dependency there.
Sustainability	SOAR have been successful in diversifying their corporate support so they do not rely only on Stelfox.

Transferability - Replicability	Recommendations for Youth NGOs: <ol style="list-style-type: none"> <li>1. Organize a highly motivating first contact by showing the good work of the NGO or, if they don't exist yet, the idea that inspire them (in this case an SME staff member went on the first trip with the YP)</li> <li>2. Communicate your impact and news back to the business very regularly</li> <li>3. Involve the SME's staff in your board if appropriate</li> <li>4. Have two-way interactions and creative interactions with the staff</li> </ol>
Lessons Learned - Conclusions	Recommendations for SME: <ol style="list-style-type: none"> <li>1. Go with your heart, get involved in something/with people that feel right: meet the NGO, look at their work</li> <li>2. Have just one key person getting things started in a concerted way at first</li> </ol>

### **Case study no 3 - SWAN Youth Service (NPO)**

Element	Guidance
Title	Career Leap
Location	Local
Purpose	Employability Programme - Provide opportunities for young people from deprived backgrounds facing employability challenges
Brief Description	6 week programme split into - 3 weeks taught - 3 weeks in-company work placements structured mentoring programmes
Beneficiaries	18-24 year old 'NEETS'.
Impact	In 2018 27 YP have completed the course. Additionally this has a positive impact on the wider local community
Validation	The programme provides a certificate on completion and there is an annual graduation ceremony.
Innovation	The pedagogical approach lead by the University's School of Education is not always used in this type of programme. It is believed that the success has a lot to do with this approach Also, the fact that the business mentors are trained in mentoring prior to the placements. There is also a coordinator focused on managing the relationships.

Constraints	<p>The programme's success (and sustainability) relies on multiple partners providing funding and time:</p> <p>In particular the ETB funding for the salary of the programme coordinator is essential, and the time and expertise given by the TCD lecturer to train the mentors is also very important</p>
Sustainability	<p>See above. In terms of the employers most of them have been happy to renew the arrangement but it is felt that the relationship management provided by the paid coordinator is key here.</p> <p>There would be a worry that if the funding for the coordinator was withdrawn by the ETB, the programme may not last.</p>
Transferability - Replicability	<p>The model of multiple partners could certainly work elsewhere and it could perhaps be possible (abeit challenging) to operate without a paid coordinator, however this person, probably a volunteer, would need to be prepared to give a lot of time and energy to fulfill this role</p>
Lessons Learned - Conclusions	<ol style="list-style-type: none"> <li>1. A multi partner model, where each party provide what they can do best, works well – in particular, if the funding comes from a public body but the skills and real life experience comes from local businesses</li> <li>2. A dedicated and communicative contact person to manage the relationships with the businesses is essential</li> </ol>

**Case study no 4 - Youth Bank Fingal (NPO)**

Element	Guidance
Title	Youth Bank Fingal
Location	Local (town level but with ambitions to reach the whole County)
Purpose	<ul style="list-style-type: none"> <li>- Support young people to run community projects</li> <li>- it is a personal development programme, which builds young people's self-esteem and confidence and provides them with an opportunity to learn skills in leadership, team-work, decision-making, problem-solving, communication, empathy development, negotiation, report-writing, presentation skills, event management, interview skills</li> </ul>
Brief Description	Young people fundraise and run a grant-making programme, which in turns allows other YP to achieve their community goals
Beneficiaries	<ul style="list-style-type: none"> <li>- the YP who take part (in this group 5-10 YP in Youth Bank itself)</li> <li>- the YP who benefit from the grants (numbers yet unknown)</li> <li>- the wider community</li> </ul>
Impact	<ul style="list-style-type: none"> <li>- YP learn life and work skills as described above</li> <li>- Additionally this has a positive impact on the wider local community through the community projects this funds (in this case: new public benches, clean-up of the area etc.)</li> </ul>
Validation	The programme is highly professional and the activities are formally documented at every step. It is part of a long-established, wider scheme operating in several countries
Innovation	<ul style="list-style-type: none"> <li>- YouthBank is a unique way of involving young people in grant-making within their local community, as such it is an innovative approach to teaching many life and work skills</li> <li>- It also has the additional dimension of having a multiplier effect by supporting other young people and their community projects</li> </ul>
Constraints	To set up a Youth Bank, minimum funding needs to be acquired. This is a constraint but it also sets the tone for the activities that the group will undertake, which is mostly fundraising and related activities
Sustainability	Each site ensures its own sustainability by continuing to fundraise and recruit new young people to take part on an on-going basis
Transferability Replicability	Youth Bank Ireland as a model has operated since 2006 and is currently in 25 sites in Ireland (and present in several other countries as well) so its replicability as a concept is well established.

<p>Lessons Learned</p> <p>Conclusions</p>	<ol style="list-style-type: none"><li>1. Youth Bank is appealing as an investment for a business because it has a very professional, step by step, documented process which gives businesses confidence</li><li>2. This particular Youth Bank has impressed its SME partner by updating them proactively and regularly</li><li>3. The multiplier effect of the concept is powerful: through a group of young people it reaches even more young people, and their activities in turn reach the wider community</li></ol>
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## Norway

### **Case Study no 1 (Youth organization perspective) - Norsensus Mediaforum**

#### A. Background – General Information

##### *Interviewed NGO*

Name: Norsensus Mediaforum

Country: Norway

City: Oslo

Geographical coverage / impact level: local, national, European

Main sector of activity: Media, ICT and communication

Norsensus Mediaforum is a non-profit youth-led media organization in Norway, working on media literacy and communication. Its primary target group is young people and other NGOs which need guidance and services in the field of media and strategic communication.

##### *SME cooperated with the youth organization*

Name: In-Trykk Print House

Country: Norway

City: Oslo

Geographical coverage / impact level: local - Oslo

Main sector of activity: Printing and design

In-Trykk Print House is a small family print house in the center of Oslo offering printing and design services for individuals, organizations and companies. They have a good reputation for their affordable and fast services for cultural and community events. Yet they do not have a clear CSR strategy.

##### *Previous cooperation*

We have established our first contact with In-Trykk Print House five years ago when we needed to find an affordable print house to print out promotional materials for our activities. We were in need of printing small or medium number of printing fliers, posters and cards for a quick and

affordable service. Then a former colleague suggested In-Trykk and our collaboration with the print house has started by following the cue of this suggestion five years ago.

## B. Description of the Collaboration

Time period: Since 2013

Target group: NGOs and young people with diverse background in Oslo.

Main objective: This collaboration includes a general organizational collaboration to provide print related needs of our all projects we run in Norway.

Budget: The company support our organization and its projects with free or highly discounted prices and express service for urgent tasks.

### *Partners' contribution*

SME - In-Trykk Print House has supported Norsensus Mediaforum since 2013 with our first print-demanding project Faktuell, a media literacy and journalism project for young people with diverse background. In addition to workshop material printings, we needed promotional materials such as posters, street holders, flyers and contact cards for recruitment of young people between 13-19 years old. The project has aimed to encourage young people to actively participate in media landscape by providing media and journalism skills. Moreover, it provided a network between mainstream media and young people who has been rarely represented in the media.

Beside this project, we have also side projects like data visualization, and strategic communication workshops and material development for NGOs which has limited resources with primary focus on immigrant NGOs. In addition to these high print demanding projects, we needed printing works for profiling our own organizations with business cards and so on. Lastly the young people and NGOs who has been working with us usually approach us with similar needs for printing and ask for counseling and help. Considering this large spectrum of needs for the services provided by In-Trykk, the print house has contributed a lot by either offering free



services or high discount rates up to seventy percent. Also unlike other print house, it does not charge administrative costs or express service costs. Our cooperation has been running in that way since 2013.

### *Communication*

Norsensus Mediaforum was in contact with In-Trykk Printng House based on the suggestion of a colleague who worked for Norsensus for one year. After the colleague's introductory common email and a follow up telephone call, we visited the print house and introduced what Norsensus Mediaforum is aiming to do and what kind of needs we had in the field and we were looking for a printing partner. After almost a half hour face-to-face meeting, the printing house has agreed to offer special prices for all printing jobs from and through Norsensus Mediaforum with a non-formal agreement.

### C. Evaluation: Impact & Benefits

#### *Analytical description of the cooperation*

In 2013, Norsensus Mediaforum contacted In-Trykk Print House looking for a reliable printing partner and unexpectedly long term collaboration has been established:

Even though we, as organization, did not have a clear expectation about the collaboration except for finding an business partner to meet our printing needs, the first meeting has turned into a long term partnership. Still it is hard to call it a typical CSR activity for the print house, as they did not have a similar structured experience but we keep contact and working together without calling it as a business-NGO partnership within the formal framework. It has developed as a natural relationship. They do not have any requirement or a formal guideline or expectation about promoting their logo at our activities. But still there is a mutual benefit as we naturally facilitate their contact with other NGOs. Beside the free and discounted price contribution to our organization, the partnership has brought another indirect and unplanned way of contribution for Norsensus Mediaforum. The print house has started to direct some of their

regular customers who are demanding other type of media and design services to us, in the areas where they do not provide services or are under capacity. Even if it is not a structured activity, it is still constituting a contribution in the partnership.

This way, we are exploring the boundaries of a business-NGO cooperation which is not very common in Norway in a classical CSR sense we see in other European countries.

*Reasons it is considered as best practice*

Norsensus Mediaforum considers the collaboration as a successful example, because they have managed to establish a long running collaboration and have been satisfied with the multiple outcome and benefits of the relation with the printing house. Also having a reliable, affordable and fast printing service make it possible for them to carry out their projects and activities with ease. But what makes this case worth mentioning is its peculiarity in several dimensions: First of all, you sometimes do not have to have typical formal CSR framework to start a collaboration with a business. Secondly, a very basic collaboration can bring more benefits for both sides when there is open-mindedness and less ambitious goals. Lastly the case is important to mention to show that NGO-business collaboration can happen even in a country like Norway, in which civil society is spoilt with the safety net of the public opportunities.

## Case Study no 2 (Youth Organization) - Pangealekene (Pangea Games)

### A. Background – General Information

#### *Interviewed NGO*

Name: Pangealekene

Country: Norway

City: Oslo

Geographical coverage / impact level: National

Main sector of activity: Mathematics and Science Education

Pangealekene (Pange games) is an NGO which works to promote math and science competence among young people from first grade to high school through a national math competition, science fair and games at schools and youth clubs.

#### *SME the Organization cooperated with*

Name: Sense Solutions

Country: Norway

City: Oslo

Geographical coverage / impact level: Local

Main sector of activity: Design and IT solutions

#### *Previous cooperation*

Pangealekene worked with Sense Solutions since the establishment process of the organization to get service to prepare the digital and web infrastructure of their national math competition and create their website.

Project title: Pangea konkuranse (competition)

Time period: 2014-2018

Target group: School students from all over Norway from first grade to tenth grade.

Main objective: Promoting math and science education, and increasing interest in math among young people through engaging and competitive activities at national level.

Budget: The company supported the project in-kind by creating and maintaining its web and IT infrastructure that makes the competition accessible to all the schools and youth clubs in every corner of the country. The value of the service is more than one million NOK (over 100.000 EUR).

## B. Description of the Collaboration

### *Partners' contribution*

Sense Solutions has provided all design, web and IT services for the biggest event of the organization, national Pangea math competition. In this frame, the company has designed, hosted and launched the website of the organization. Moreover, the company has created an online system where the teachers and youth workers all over Norway can sign up their students for the competition and upload their results, get online help from the organization's volunteer. In addition, the system ensures automation and comparatively visualization of the results of the first step of the competition, in which the organization provides to teachers a test with analytical math questions at different levels and the teachers function as local correspondents of the competition, make their student take the test, upload their answers to the system to help the organization to decide the qualifying students from all over the country for the final event of the competition in Oslo.

### *Communication*

When Pangea started the initiative as a non-formal volunteer event back in 2014, they contacted Sense Solutions to share the idea and buy help in designing a webpage and some poster designs. The person they contacted was the owner of the company through a personal contact. After exchange of several long waiting emails, they managed to arrange a face-to-face meeting to pitch their ideas. When the company owner and his shareholder heard the idea, they offered to be IT and communication sponsor of the event before the organization even asked

about it. Since the collaboration has started, they have kept the good collaboration growing. The organization also invited the company owner to the advisory committee of the event. This way, they have built a good communication channel about every step of the event. The company later on took the responsibility of training the volunteers about using the system.

### C. Evaluation: Impact & Benefits

#### *Analytical description of the cooperation*

One unique feature of the cooperation was how it turned into a different direction as surprising the owner of the company loved the idea and this self-commitment to the project made them involved in many essential parts of the event.

Pangelekene has not offered much back to the company at the beginning than a fulfilling ownership feeling for the people at the company and ensuring they became the part of the development of the event. As an addition the company used their logo on every paper, platform of the event and this created an additional publicity for them.

The organization's smart move to involve the the main owner in the advisory committee was a very strategic move for both sides. It was very wise to keep his personal support (thanks to his engineering background) for the cause and maximize his personal involvement beyond the company's support. Sense Solutions has moreover helped Pangelekene to find the right contacts and self-initiated improvements of the system they have created.

In the end, the competition concept was exported to some other countries and the collaboration which was started in Norway had also an impact on other countries as the company gave away the right of the system in other countries as well.

*Reasons it is considered best practice*

We consider the collaboration was a full success for several reasons. Sense Solutions was the less benefiting side of the collaboration and they did not have a pragmatic approach of helping already. On the other hand, they got chance to reach to many schools and youth clubs all over the country a large database of teachers and students up to 100.000 participants every year. The biggest benefit was of course for the youth organization. They had at the very beginning intention to get some discount for their website design but the cooperation has evolved into a really strategic collaboration and helped the event and organization growing very fast. The value of the service they got for free from Sense solutions was a big pushing factor for both the event and the organization development. In 2 years, the event has turned into the biggest national education competition in the country thanks to a system which eased accessibility. This is a case study that shows how companies can be involved actually in sometimes contributing a lot to transforming a youth organization.

### **Case Study no 3 (SME) - Windstad Media**

#### **A. Background – General Information**

##### *Interviewed SME*

Name: Windstad Media

Country: Norway

City: Oslo

Geographical coverage / impact level: Local

Main sector of activity: Journalism and Media Services

Windstad Media is a limited company which provides investigative journalism, media lectures and multimedia services in Norway.

##### *Youth organization the SME cooperated with*

Name: Norsensus Mediaforum

Country: Norway

City: Oslo

Geographical coverage / impact level: local, national, European

Main sector of activity: Media, ICT and communication

Norsensus Mediaforum is a non-profit youth-led media organization in Norway, working on media literacy and communication. Its primary target group is young people and other NGOs which need guidance and services in the field of media and strategic communication.

##### *Previous cooperation*

The first cooperation started at individual level before the collaboration between two entities.

Project title: Faktuell - Media and Journalism project for young people

Time period: 2016-2017

Target group: Young people between 13-19 with a diverse background..

Main objective: Faktuell is a media literacy project and a youth generated online publication for youths between 14-18 years old from diverse backgrounds in Oslo. In align with promoting media and information literacy as a means to open and inclusive society, Faktuell project aims to strengthen civic participation, and enhance the practice of freedom of speech among the youth by improving their digital and ICT competence to a purposeful and quality media production.

The main objective of the project is to train young people in journalism and design and stimulate them to express themselves freely and share their ideas and messages effectively with a real and wider audience. We use media as a tool for young people to have active civic engagement and examine themselves, their communities and the world at large. Drawing on the expertise and mentorship of journalism experts, the program allows participants the opportunity to master aspects of media production, in order to become effective media creators. The program offers a series of workshops, seminars, and mentoring opportunities for youths.

Budget: The company supported the project in-kind by providing workshops, mentoring the young participants of the project and lending its camera equipment for the use during the trainings.

## B. Description of the Collaboration

### *Partners' contribution*

Winstad Media offered for Faktuell project in-kind services by providing workshops in investigative journalism, mentoring the young participants of the project while they are working on their journalistic cases and lending its camera equipment for the use during the trainings for free. In total the owner of the company provided three workshops and supervised a video documentary task which was done by the Faktuell participants in 2016 and 2017. Moreover, the owner of the company assisted the organization to reach other media experts for the project.



### *Communication*

The company was contacted via the owner in the frame of a friend connection. When the owner, who has an activist background, heard about the project through his neighbor and friend Norsensus director, he offered himself to assist if needed. So the cooperation has not started very intentionally but as a result of a best wishing friendly talk situation between the owner of the company and the director of the organization. Then in the project manager of Faktuell has been introduced and the first concrete step of the collaboration was with an invitation from the youth organization to provide a workshop in investigative journalism. Then in a summer video documentary task in the frame of the project, Windstad was contacted again for another workshop in video documentary. The communication was kept by tagging the owner of the company on social media in the posts he contributed. The communication continues as the organization arranges similar activities, when there is any sharing on social media and social gatherings for the project.

### C. Evaluation: Impact & Benefits

#### *Analytical description of the cooperation*

Like in the other cases, this collaboration case is also very unique in terms of the benefit and development. This is the most loose and unstructured case we have ever studied and it has patterns of common business-NGO cooperation in Norway: Personal, local and improvised contact. This pattern has been repeated by different stakeholders in many interviews we had in the frame of the Coop project. Yet an important point to pay attention in the communication in this case is how the organization has kept the company involved with tagging, and inviting to other activities and social gatherings.

When it comes to specific features of the collaboration, we see a common ground and competences make the collaboration easier for both sides, in this case journalism. The benefit for the organization was not limited to the in-kind training service but also benefiting the network of the company. The company also expresses that the involvement in the project has

contributed to their network. Even if a mutual benefit is not explicitly planned, this kind of well-matched entities can develop such outcomes out of the collaboration.

*Reasons it is considered best practice*

In terms of initiative taking, there is no strategic example to follow in this case, but it is a good reminder for us to think about collaboration simpler by utilizing our closer circle and turn them into strategic collaboration. Moreover, this case is exemplary in terms of significance of detecting common interest areas between companies and NGOs while attempting to build relations.

## Case Study no 4 (SME) - Kicks

### A. Background – General Information

#### *Interviewed SME*

Name: Kicks

Country: Norway

City: Oslo

Geographical coverage / impact level: National (Norwegian branch of the company)

Main sector of activity: Cosmetics

Kicks is a Swedish cosmetics and personal care chain store which is active in Sweden, Norway and Finland. The case is about the Norwegian branch of the company.

#### *Youth organization the SME cooperated with*

Name: Mental Helse Ungdom (Mental Health Young)

Country: Norway

City: Oslo

Geographical coverage / impact level: National

Main sector of activity: Mental health and well being

Mental Health Youth is a member-based national umbrella interest organization for children and adolescents up to 30 years. The organization work for increased openness about mental health, prevention of mental disorders and a better mental health promotion in Norway. The goal is to engage as many as possible by organizing activities and networks, social policy work.

#### *Previous cooperation*

None

Project title: Internship for young women with psychological health challenges (Arbeidstrening for unge jenter med dårlig psykisk helse)

Time period: 2016-2017

Target group: Young women who suffer from poor mental health.

Main objective: A trial project that provides internships for young girls who suffer from poor mental health. Up to now, around 20 girls have been trained in seven of Kicks stores through the project, and plans are now being made to expand to more stores and with more participants..

Budget: The company supported the project by providing traineeship to 20 young girls.

## B. Description of the Collaboration

### *Partners' contribution*

Internship for young girls with poor mental health - a collaboration between Mental Health Youth and Kicks was a project in which cosmetic company Kicks offered traineeship to up to 20 young girls who suffered from poor mental health. The girls have been trained in seven of Kicks stores throughout the project, and plan is now to expand to more stores and with more participants.

### *Communication*

The company was contacted via the owner in the frame of a friend connection. When the owner, who has an activist background, heard about the project through his neighbor and friend Norsensus director, he offered himself to assist if needed. So the cooperation has not started very intentionally but as a result of a best wishing friendly talk situation between the owner of the company and the director of the organization. Then in the project manager of Faktuell has been introduced and the first concrete step of the collaboration was with an invitation from the youth organization to provide a workshop in investigative journalism. Then in a summer video documentary task in the frame of the project, Windstad was contacted again for another

workshop in video documentary. The communication was kept by tagging the owner of the company on social media in the posts he contributed. The communication continues as the organization arranges similar activities, when there is any sharing on social media and social gatherings for the project.

### C. Evaluation: Impact & Benefits

#### *Analytical description of the cooperation*

The area the partnership is addressing is unique and a theme which is considered to be part of the strong welfare responsibility of the state. In this sense the cooperation has potential to create a better understanding of the importance of volunteering and the role of society in business as well as business possible contribution to welfare scheme.

Also the project has a solid long term goal after the first cooperation step taken with 20 interns. The company expresses their willingness to take more young people in other stores. Even if the company profile does not sound to be the perfect match for the project at first sight, the communication has revealed the common values. This shows us how the NGOs should be open-minded while approaching the companies.

#### *Reasons it is considered best practice*

The partners developed a close and unique cooperation. They have found together to do something for the big community as well as for individuals. A partnership that provides values for all participants in the project. An example that inspires and touches many lives, they complement the welfare state. The winner changes the lives of those who participate. They create new knowledge and new methods to ensure a working life that includes everyone.

## Poland

### Case study no 1 (NGO) - Learning by Doing

Element	Guidance
Title	Learning by Doing
Location	Poland (various locations on national level)
Purpose	Fundacja Robinson Crusoe (FSR) needed a partner for two of their programs the 'Safe Internship Program' and the Robinson Summer Camp. Both initiatives, which support young people leaving foster care in achieving independence. FM Logistic (FML) wanted to support young people from foster care and found in FSR the needed partner who allowed to also involving employee volunteers. The need for FSR was to receive from a business partner internship places as well as vocational knowledge that could help young people in having better job opportunities. Moreover, financial support for the administration of the programs as well as other in-kind services was needed.
Brief description	The cross-sector cooperation aimed at providing the young people with "safe" internship places as well as sector -specific knowledge in order to increase the young people's job opportunity chances. The young people from all over Poland participated in 3 week to 1 month long internships at the FML facility, by receiving the needed accommodation and support from a FML mentor. The FML volunteers also used a game to teach young people from FRS about logistics in various locations in Poland within a 2 year period. Moreover, FML also involved their employee volunteers in the Robinson Summer Camp, who took part in a weekend long camp Olympiad, and provided logistical support to bring all needed equipment for the camp. The cooperation between the two organizations is still on-going, and FML supports on a monthly basis the FSR office financially.
Beneficiaries	24 young people who benefited from internship 58 young people who participated in sector knowledge enriching game
Impact	<ul style="list-style-type: none"> <li>• The collaboration contributed to 24 young people from all over Poland participating in internships that increased their job opportunities.</li> <li>• 24 young people could "test" their independence by leaving their foster care, and work with on the job mentors that provided them with the needed guidance.</li> <li>• 58 Young people could increase their knowledge about the logistic sector , providing them with an understanding about possible job opportunities.</li> </ul>

	<ul style="list-style-type: none"> <li>The collaboration contributed to the development of a long-term strategic partnership between FSR and FML, that allows involve employee volunteering and the development of further cooperations that contribute to the needs of the young people.</li> </ul>
Validation	As the collaboration generated benefits for the target group, the young people from foster care, for FSR, but also for FML, these positive results for all the stakeholders can validate the value of the collaboration.
Innovation	<ul style="list-style-type: none"> <li>Allowing the ‘donor’ to experience the impact of the support they are providing by involving employee volunteers in various activities and allowing also other employees to interact with the young people on the shop-floor during the internships.</li> </ul>
Constraints	It is not always easy to involve employee volunteers due time constraints of the employees as well as an lack of understanding of the benefits volunteering can have. However, both FSR and FML recognized that a stronger volunteering culture needs to be build and both partners are cooperating to find solutions for that.
Sustainability	<ul style="list-style-type: none"> <li>Constant communication and involvement of the company in the programs activities and openness to tailor the activities or add new activities that might interest their employee volunteers more.</li> <li>Update the company with the programs developments and results. Have a contact person in place in both organizations. Be transparent regarding the budget of the programs and the needed administrative support.</li> <li>Meet the company’s representatives, as well as their employees in as many contexts as possible. The cooperation between the two organizations is still ongoing, and new projects are being developed together.</li> </ul>
Transferability - Replicability	<p>This type of cooperation can be applied to any project that could facilitate the development of internships for young people that should involve employee volunteers. In order to make it a success the following should be applied:</p> <ul style="list-style-type: none"> <li>Listen both to the needs and recommendations of the young people as well as the employee volunteers.</li> <li>Be flexible, and adapt to new ideas and implement new initiatives.</li> <li>Be transparent; communicate on the budget as well as on all positive and negative developments. If needed brainstorm together on them or provide your recommendations.</li> </ul>
Lessons Learned - Conclusions	<ul style="list-style-type: none"> <li>It need to be understood that if companies want to support good causes, that this is not their main focus and field of excellence therefore they appreciate the guidance and support of NGOs.</li> </ul>

### Case study no 2 (SME) - Land LTC- English Learning

Element	Guidance
Title	Lang LTC - English Learning
Location	Poland, Robinson Summer Camp
Purpose	Lang LTC, being an English language school, which also provided services to FM Logistic, learned about the possibility to support young people from foster care by providing English lessons. The purpose was to motivate the young people to learn the language, which in turn would increase their opportunities on the labor market.
Brief description	Through learning through their client FM Logistic about the cooperation with FSR on the Safe Internship Program and the Robinson Summer Camp, Lang LTC decided to get involved by providing English teachers for the Summer Camp. The three Land LTC volunteers provided English lessons, which were tailored to the needs of the young people from foster care, for 2 hours every day during the 10 day summer camp. The young people were asked to put into practice on what they learned during sailing lessons at the end of the camp during a quiz.
Beneficiaries	40 young people who participated in the Robinson Summer Camp
Impact	<ul style="list-style-type: none"> <li>• The young people had the opportunity to learn English and put into practice on what they have learned in a fun way, without worrying about assessments.</li> <li>• The Lang LTC volunteers had the opportunity to develop their soft skills and put into practice non- standard teaching methods- therefore grow on a professional and personal level.</li> </ul>
Validation	Both the English teacher volunteers and the young people mentioned in the evaluation that the lessons brought a lot of satisfaction for them. The young people increased their motivation to learn the language by experience that learning can be organized in a “fun” way. The teacher volunteers increased their competencies, by putting new teaching methods into practice for working with groups that are not necessarily open to learn English.
Innovation	<ul style="list-style-type: none"> <li>• Allows give inspiration on how to motivate young people – and especially those with difficult backgrounds, to learn English.</li> <li>• Allows showing the benefit knowledge volunteers can have from participating in volunteering projects.</li> </ul>
Constraints	The lessons were provided during the summer camp and ways need to be developed on how the young people could receive English lesson support on an continuing basis.
Sustainability	Through the evaluation of the summer camp the teacher volunteers received feedback on the impact of their lessons. The teacher volunteers also provided feedback about



	<p>their experience and the company received indications on how and if the project was successful. Based the feedback received from all sides further cooperation's are planned in the future.</p>
Transferability - Replicability	<p>This type of cooperation can be applied to any project that intends to build up the motivation to increase the skills/knowledge of young people.</p> <p>It is also a very good example for a non-financial cooperation that can bring benefits to all parties involved.</p> <p>It is important to provide knowledge volunteers with feedback of the services they provided in order to motivate them further to stay involved.</p>
Lessons Learned - Conclusions	<ul style="list-style-type: none"> <li>● Use evaluations and provide feedback. Use the feedback to implement improvements.</li> <li>● Provide the needed support and information to volunteers and the company before they engage with target groups they have not worked before.</li> </ul>

**Case study no 3 (SME) - Pracownia Gier Szkoleniowych- Educational Games**

Element	Guidance
Title	Educational Games
Location	Poland, various locations on a national level
Purpose	The company, Pracownia Gier Szkoleniowych (PGS), decided to support the Foundation of the Children’s Hospital, and other NGOs, in their internal management– by helping to build up effective teams and strengthening leadership skills of people in management positions, in order to implement improvements that positively impact the beneficiaries of the organizations involved.
Brief description	Due to a personal history on of the partners of the PGS decided to provide places in the “Game Changers Academy” for representatives of the Foundation of the Children’s Hospital but also other NGOs. The program being initially targeted only for managers from companies, with packages costing from 30-50 thousand zloty (8-13 thousand Euro) per person. PGS decided to support the professionalization of the non-profit sector by offering places free of charge. The leaders from the non-profit sector being able to participate in mixed groups with participants from companies. Moreover, PSG also supported the Foundation of the Children’s Hospital through an one- day employee volunteering service in the gardens.
Beneficiaries	No concrete numbers were provided
Impact	<ul style="list-style-type: none"> <li>• The cooperation impacted the participants of the Game Changers Academy who received a free place – as it allowed increasing their management skills, therefore positively impacting the professionalization of the whole organization as such.</li> <li>• The Academy allowed to bring together representatives from companies, the hospital and the non-profit sector to commonly develop solutions to make the hospital work more effectively, better equipped and better managed.</li> <li>• Allow for an exchange and knowledge sharing between representatives from the profit and non-profit sector.</li> <li>• Allows for PSG employees to build up understanding for the management needs in non-profit sector and therefore grow professionally.</li> </ul>
Validation	With the knowledge provided and skills enhanced through participating in the Academy allowed raising funds and finding sponsors for the hospital. Moreover, improve the efficiency, improve management and allow for better equipment that has a positive impact on the young beneficiaries of the hospital.
Innovation	<ul style="list-style-type: none"> <li>• Target not the problems but the causes- by giving to the representatives of the hospital the needed skills and knowledge to solve the problems themselves.</li> </ul>

	<ul style="list-style-type: none"> <li>● Allow for cross- sector exchange and cooperation to develop solutions.</li> </ul>
Constraints	<p>For PSG the described program is seen as their CSR and not the main focus of their operations- therefore too many resources cannot be devoted to it, which could maybe allow for e.g. evaluation and feedback.</p>
Sustainability	<p>The sustainability of such collaboration between sectors to support in this case the hospital is dependent on :</p> <ul style="list-style-type: none"> <li>- The efforts made by individual representatives from each sector to continue with common meetings even after the participation in the Academy finished. The foundation of the Children’s hospital is continuing to invite PGS to their events.</li> <li>- The possibility to put the gained knowledge and skills during the Academy into practice and the transferability of it to other staff members. In this case we were not able to receive any further information on the hospitals activities. However, for PSG this CSR project caused to develop a special relationship with the hospital as not only the managing board, but also many other employees were involved in this project. Therefore, further future cooperation’s are very possible.</li> </ul>
Transferability - Replicability	<p>This type of CSR project developed by a SME can be applied by other companies which are involved in the knowledge sharing sector, e.g. consulting companies, law firms.</p> <p>As main requirements for such a practice to be replicated, we recommend:</p> <ul style="list-style-type: none"> <li>● Have dedicated staff members, in decision - making positions that are responsible for keeping contact with each other and information exchange. Moreover, allow to allocate time to the CSR project next to other work related duties that need to be fulfilled.</li> <li>● Have support from the management board for the realization of the project.</li> <li>● Allow for information exchange and involvement of employees in the realization of the project in order to build understanding for the needs of the beneficiaries and allow for continuation of the cooperation.</li> </ul>
Lessons Learned - Conclusions	<ul style="list-style-type: none"> <li>● SMEs can support the professionalization of youth focused organizations as part of their CSR activities instead of providing in-kind and financial support.</li> <li>● The support of the managing board, or the SME owner as such, and the values important to him/her, is a key factor in the development and success of a CSR project.</li> <li>● The SMEs main focus is profit making through its business and not the CSR project therefore youth organizations should to provide the needed support in order to allow for the effective realization of common projects.</li> </ul>

### Case study no 4 (NGO) - RATIO Regional Youth Center

Element	Guidance
Title	Regional Youth Center
Location	Lebork, Poland
Purpose	The Regional Youth Center (RCM) aimed at developing a support program for youth from foster care in order to help them to become self-reliant. The knowhow could be provided by introducing the 'Vehicle for Self-Reliance', through the support of the Robinson Crusoe Foundation however also financial support was needed. The company Farm Frites (FF) decided to get involved as a partner in the application for funds from the Civic Initiative Fund to establish the 'Vehicle for Self-Reliance' together with RCM in order to establish CSR activities which are locally focused and allow engaging with the local community.
Brief description	The cooperation between the RCM and FF allowed to receive funds from the Civic Initiative Funds, in the amount of 200,000 PLN for a 2 year 'Vehicle for Self-Reliance' program. FF contributed to the program financially, providing additional 10% of the received fund, but more importantly through other means which allowed FF to be actively involved in all stages of the program.
Beneficiaries	25 youth from foster care, out of which 16 participated in a full two year self-reliance program
Impact	<ul style="list-style-type: none"> <li>• The collaboration contributed to the creation of a 2 year 'Vehicle for Self-Reliance', program which allowed supporting 25 young foster care leavers, out of which 16 took advantage of the whole program.</li> <li>• Start the second edition of the program.</li> <li>• Dedicate a total sum of over 230,000 PLN since the start of the program in 2016.</li> <li>• Have two dedicated staff members for the program, one from the RCM and one from the company FF.</li> <li>• Change in the city's housing policy toward the possibility of young foster care leavers to receive favorable conditions in regard to housing.</li> </ul>
Validation	As the collaboration generated very positive results for the main stakeholders, the value of the collaboration can be validated.
Innovation	Through the accessibility to public funds that support cross-sector cooperation this case provides a perfect example for an innovative partnership that goes beyond financial support. Together FF and RCM were able to not only improve the possibilities of young care leavers to start a successful independent life but also to change housing policies. The partnership has the possibility to lead to many more innovations, as for example both partners started to talk about the possibility to establish together a training home for the young care leavers.

Constraints	Constraints that that be mentioned are related to false assumptions made at the beginning of the program launch. However, both partners worked together to make the necessary adjustments. RCM also learned to better promote FF within the community as a company that effectively works for the common good, after signals from the managing of the company board that this would be appreciated.
Sustainability	Given the steady support provided by FF, and their involvement in matters beyond the initial common fund application, it can be expected that this partnership will last for a long time and lead to many more successful projects. FF employees are actively involved in the program and the young people are also present in the company through internship and employment possibilities as well as in the company bulletin. Besides that, RCM learned to promote the partnership in the community and beyond. All this points prospecting that the partnership is sustainable beyond the initial funds received from the European Social fund to start the cooperation. Moreover, having a established a cooperation between the two partners and the city to create a training house for the foster care leavers, proof is given that the cooperation is a true long-lasting partnership.
Transferability - Replicability	This type of cooperation is a good example for a cross-sector partnership which can be started from a financial fund application to create a real impact in the local community. As main requirements for such practice to be replicated, RCM recommends: <ul style="list-style-type: none"> <li>● Taking the lead role in the project and showing initiative as an expert. However, always leaving room for the SME to bring in their own ideas.</li> <li>● Being open and transparent in regard to the communication with the SME.</li> <li>● Taking the SMEs interest into account, listening to their needs and making the needed adjustments to support them.</li> <li>● Trying to involve people from various levels of the company in the project and providing information that that be shared about the project within the company.</li> </ul>
Lessons Learned - Conclusions	<ul style="list-style-type: none"> <li>● A cross -sector cooperation between a SME and a youth organization can allow for a large impact and the development of a full-fledged long – term partnership if also other funds, in this case EU funds, are provided which can kick-start such an initiative.</li> <li>● The SME’s interest in participating in such cooperation needs to be considered by the youth organization and taken care of.</li> <li>● Open and honest communication, which allows for the evaluation of the common project, is needed to establish a long -term win-win CSR partnership.</li> <li>● Making the CSR project “visible” to the whole company is needed in order to allow developing a feeling of ownership for the project within the company. Therefore, building the base for a long-term partnership.</li> <li>● Having a partner from the business sector provides credibility and allows influencing wider changes also with public institutions.</li> </ul>

## Romania

### Case study no 1 (SME) - Young

Element	Guidance
Title	Entrepreneurs who change Romania
Location	Cluj-Napoca, Transilvania, Romania
Purpose	Fundatia Danis asked Young's financial support for co-financing a project, part of the Erasmus for Young Entrepreneurs European Programme in order to support 35 young Romanian entrepreneurs to develop their businesses or business ideas, through international coaching experiences. Fundatia Danis' need was to find local support for co-financing a European project; while Young's interest was to give back to the community and strengthen its community and business network.
Brief description	The project aimed at organizing valuable international exchanges for young entrepreneurs from Romania, in order to develop a different business environment in Romania, through sustainable businesses, and by internationalizing the business sector. Young supported Fundatia Danis, through two fundraising campaigns, with approximated 1200 euro, but also with direct involvement of the CEO in networking events organized for young entrepreneurs.
Beneficiaries	35 young entrepreneurs from Romania
Impact	<ul style="list-style-type: none"> <li>• The collaboration contributed to the professional development of 35 young entrepreneurs, supporting them to develop their businesses or business ideas.</li> <li>• 18 businesses have been already set-up or developed by the young entrepreneurs at the end of the project.</li> <li>• The collaboration contributed to the development of the business network both of the SME donor (Young) and of the other entrepreneurs supporting or being involved as target group in the project.</li> </ul>
Validation	As the collaboration generated benefits for the target group, young entrepreneurs, for Fundatia Danis, but also for Young, these positive results for all the stakeholders can validate the value of the collaboration.
Innovation	<ul style="list-style-type: none"> <li>• Getting company's support for a non-social / non-emotional cause, what SMEs usually support in the community.</li> <li>• Getting company's support for co-financing an EU programme, as usually the SMEs support more local, small projects they can also "own" in partnership with the NGO.</li> </ul>

Constraints	Time constraints and other business projects of the company that do not allow the CEO or other people from his team to be involved in more activities of Fundatia Danis project.
Sustainability	<ul style="list-style-type: none"> <li>● Constant communication and involvement of the company in the project's activities and openness to tailor the activities or add new activities that might interest the SME more.</li> <li>● Update the company with the project's developments and results.</li> <li>● Update the company with the organization's activities and results.</li> <li>● Meet the company's representatives in as many contexts as possible.</li> </ul> <p>The relationship with the company was kept alive after the end of the project, through other networking events and formal or informal meetings, and further collaborations are possible between Young and Fundatia Danis.</p>
Transferability - Replicability	<p>This type of cooperation can be applied to any project that could facilitate for the SME the development of its business and community network.</p> <p>As main requirements for such a practice to be replicated, we recommend:</p> <ul style="list-style-type: none"> <li>● Constant contact and developing good relations with the company.</li> <li>● Listening and responding to the company's interests.</li> <li>● Professionalism in asking, transparency in reporting.</li> </ul>
Lessons Learned - Conclusions	<ul style="list-style-type: none"> <li>● SMEs have their specific interests, and youth organizations should inquire and listen to discover these interests.</li> <li>● Professionalism, transparency in work of the youth organizations are well perceived and appreciated.</li> <li>● Projects with long-term benefits both for the community and the company are of interests for the SMEs.</li> </ul>

### Case study no 2 - (SME) - Daisler Print House

Element	Guidance
Title	Sibiu International Street Art Festival
Location	Sibiu, Transylvania Romania
Purpose	<p>Daisler Print House got involved in the project because they are always looking to change for better their community, through visible and high impact arts projects that change mentalities and challenge the status quo.</p> <p>Art Factory Transylvania Association needed the in-kind support of Daisler (designing and printing services) for the festival, but also they needed the company's experience in initiating, organizing or supporting relevant arts and cultural events in Cluj-Napoca, such as Jazz in the park, Lights On, Potaiassa Street, etc.</p>
Brief description	<p>The aim of the project was to transform the gray areas of the city, such as schools and high schools from different neighborhoods, in colorful places that change the spirit and the mentality of those places. Well known street artists painted, in four editions of the festival, 48 pieces of art, on the walls of 12 schools and high schools from Sibiu, building up a unique street art tour for locals and tourists.</p> <p>Daisler Print House supported the last two editions of the street art festival through artistic design and printing of branded merchandise products, bean bags, and other printed products used in the festival. Also, Daisler promoted the project as a good model for replicability in other cities from Romania.</p>
Beneficiaries	Mainly students from 12 schools and high-schools from Sibiu, in addition to the whole community, locals and tourists.
Impact	<ul style="list-style-type: none"> <li>• The collaboration contributed to the development of a unique street art tour (unique in the world, say the organizers), with 48 mural paintings on 3500 square meters of walls.</li> <li>• The gray walls of schools were transformed in colorful walls with powerful messages for young people, and for the community in general.</li> <li>• The collaboration attracted well known street artists and tourists interested in street art, enhancing Sibiu visibility as a city of culture and art (Sibiu was the European Capital of Culture in 2007).</li> <li>• The project was already replicated, at a smaller scale for the moment, in a school from Cluj-Napoca.</li> </ul>
Validation	As the collaboration generated benefits for the target group, for Art Factory Transylvania, but also for Daisler Print House, these positive results for all the stakeholders can validate the value of the collaboration; also, the project was promoted



	as best practice to other cities from Romania, and already replicated at a smaller scale in Cluj-Napoca.
Innovation	<ul style="list-style-type: none"> <li>• The project brought street art in one of the most conservative areas of the Romanian public system - the public schools. The schools made maybe their first step of becoming “cooler” for their students. “Sold” purely as an art project for developing a unique touristic tour in the city, the project changes mentalities in schools as well, step by step, opening schools for the community.</li> <li>• Getting company’s support for a non-social / non-emotional cause, what SMEs usually support in the community.</li> <li>• The project was promoted for replicability and it can be easily replicated in other cities.</li> </ul>
Constraints	Time and distance constraints and other projects of the company that did not allow the company to participate directly in the festival.
Sustainability	<ul style="list-style-type: none"> <li>• Honest and open communication and involvement of the company in the project’s activities.</li> <li>• Update the company with the project’s developments and results.</li> <li>• Update the company with the organization’s new plans.</li> </ul> <p>The relationship with the company was kept alive after the end of the project, and the company is dedicated to keep the partnership “forever”, as long as the festival will take place. Moreover, the company is dedicated to support spin offs of the festival in other cities.</p>
Transferability - Replicability	<p>This type of cooperation can be applied to any project that could facilitate for the SME the visibility and the high impact the company searches for. Also, there should be a match in the values the two partners are interested to promote in the community.</p> <p>As main requirements for such a practice to be replicated, we recommend:</p> <ul style="list-style-type: none"> <li>• Think big, come with innovative ideas that can positively affect immediately a community.</li> <li>• Constant contact and developing good relations with the company.</li> <li>• Professionalism in asking, transparency in reporting.</li> </ul>
Lessons Learned - Conclusions	<ul style="list-style-type: none"> <li>• Innovative projects (pioneer ideas) that reach high number of people and have great impact in the community are of interest for SMEs.</li> <li>• Transparency, honesty and keeping promises are well perceived and appreciated by SMEs.</li> </ul>

**Case study no 3 (NGO) - Fundatia Danis**

Element	Guidance
Title	Drive Your Community for Better
Location	Cluj-Napoca, Transylvania, Romania
Purpose	Fundatia Danis asked Toyota Cluj-Napoca - Profi Auto to host a fundraising event in their showroom and organize a special test drive evening, in order to attract individual donations from managers and entrepreneurs for a financial education project. The money raised was used to provide financial education workshops to 15 young entrepreneurs from Cluj-Napoca. Toyota Cluj-Napoca - Profi Auto aimed to organize a business networking event in their showroom and to expand their business partners / clients network.
Brief description	The project aimed at supporting young entrepreneurs to gain financial management and behavioral economics knowledge, which they would need to build up the financial stability of their startups. Toyota Cluj-Napoca - Profi Auto provided in-kind support, hosting a fundraising event for the project, bringing in special cars for test drive, bringing donors to the event, and opening doors to other sponsors of the event; also, the business owner participated in the workshops provided to the young entrepreneurs sharing his business experience and know-how.
Beneficiaries	15 young entrepreneurs from Cluj-Napoca
Impact	<ul style="list-style-type: none"> <li>• The collaboration contributed to the professional development of 15 young entrepreneurs, supporting them to gain the financial stability of their startups.</li> <li>• The collaboration contributed to the development of the business network both of the SME donor (Toyota Cluj-Napoca - Profi Auto) and of the youth organization (Fundatia Danis).</li> <li>• 90 managers and entrepreneurs were directly involved in supporting young entrepreneurs from their community.</li> </ul>
Validation	As the collaboration generated benefits for the target group, young entrepreneurs, for Fundatia Danis, but also for Toyota Cluj-Napoca - Profi Auto, these positive results for all the stakeholders can validate the value of the collaboration; 90 people participated in the fundraising event, and 1500 euro were raised and then used in the financial education program provided to 15 young entrepreneurs.
Innovation	<ul style="list-style-type: none"> <li>• Getting business support (in-kind, know-how, network) to raise financial support from individual donors (managers and entrepreneurs).</li> <li>• Organizing a special fundraising event, based on test driving special Toyota cars.</li> </ul>

	<ul style="list-style-type: none"> <li>● Getting company's support for a non-social / non-emotional cause, what SMEs usually support in the community.</li> </ul>
Constraints	There were no specific constraints or problems during the project implementation and the fundraising event.
Sustainability	<p>The sustainability of such a collaboration depends on:</p> <ul style="list-style-type: none"> <li>- Common values the partners share, in our case to believe in the importance of the entrepreneurship for the development of the local community.</li> <li>- Responding to the SME's marketing/PR needs, but also finding the right match between these needs and the organization's project; transform these needs &amp; interests in opportunities for the organization.</li> </ul> <p>The relationship with the company was kept alive after the end of the project, through other networking events and formal or informal meetings, and further collaborations are possible between Toyota Cluj-Napoca - Profi Auto and Fundatia Danis.</p>
Transferability - Replicability	<p>This type of cooperation can be applied to any project that could respond to the marketing/PR needs of the company, and which uses these needs as opportunities for the organization.</p> <p>As main requirements for such practice to be replicated, we recommend:</p> <ul style="list-style-type: none"> <li>● Constant contact and developing good relations with the company.</li> <li>● Listening and responding to the company's interests &amp; needs.</li> <li>● Professionalism in organizing events.</li> <li>● Making everything possible to keep your promises, mainly those related to the audience you can provide to the SME during the event.</li> </ul>
Lessons Learned - Conclusions	<ul style="list-style-type: none"> <li>● SMEs have their specific interests, and youth organizations should inquire and listen to discover these interests, and moreover they should use these interests as opportunities for collaboration.</li> <li>● Ask the SMEs what they can give naturally and they are experts in (in our case, the showroom was easy to be given; cars were expensive to be brought for the test drive moments, but the company brought the most interesting cars, and they were the experts, they knew what will do the trick for the event :); the know-how on how to develop a business was already there, the owner just needed to find the time to come and talk with the young entrepreneurs).</li> <li>● The organization should plan; make lists, ask people to introduce them to new networks, etc., as they should do whatever is needed in order to keep the promises to the company in regards to the audience that would attend the event (profile, numbers, etc.).</li> </ul>

### Case study no 4 (NGO) - RATIO Association

Element	Guidance
Title	RATIO Academy 2018
Location	Cluj-Napoca, Transylvania, Romania
Purpose	RATIO Association aimed at getting more visibility for the RATIO Academy 2018 - a professional development project for university students, to better promote the project, but also the business partners supporting the project. Thus, they asked a local company to help them with professional photo-video services for the gala event of the academy. Absolvire de la A la Z aimed through their involvement for a better and constant connection with events which are relevant for students, their clients.
Brief description	The project aimed at supporting university students to connect better with the labour market, and ease their entrance on the job market, by connected them with relevant employers. Absolvire de la A la Z provided in-kind support: photo-video services for the gala event of the academy and other promotion services, such as promoting the event on their social media channels.
Beneficiaries	120 university students from different university cities from Romania and Moldova
Impact	<ul style="list-style-type: none"> <li>• The collaboration contributed to the professional development of 120 university students, supporting them to better connect with their future employers.</li> <li>• 70% of the students participating in the academy received job offers from the companies, and usually about 20% of these take then a job in the companies supporting the academy.</li> <li>• The collaboration supported Absolvire de la A la Z to be more visible among students and student organizations (showing to the students that they are present and support the events that are relevant to them).</li> </ul>
Validation	As the collaboration generated benefits for RATIO Association, but also for Absolvire de la A la Z, these positive results for the main stakeholders can validate the value of the collaboration; 120 young people (university students) participated in RATIO Academy 2018 and got to meet relevant employers.
Innovation	Getting business support (in-kind services) to make the project more visible for other business partners as well, thus making their support more visible as well. In other words, it is innovative how the collaboration attracts the “big name” companies with the support of an SME.
Constraints	There were no specific constraints or problems during the project implementation; however we learned that it was stressful, like it always is, to build the trust between the

	<p>partners, as it was the first collaboration. But it went so well, that there is no more fear from any of the parties for future collaborations.</p>
Sustainability	<p>The sustainability of such a collaboration depends on:</p> <ul style="list-style-type: none"> <li>- The common target group, in this case the university students. Both the NGO and the company are interested in working with university students, and then it is easy for them to find common projects and events to collaborate.</li> <li>- Responding to the SME's marketing/PR needs, but also finding the right match between these needs and the organization's project.</li> </ul> <p>The relationship with the company is kept alive after the end of the project, through other projects RATIO Association wants to involve the company in.</p>
Transferability - Replicability	<p>This type of cooperation can be applied to any project that could respond to the marketing/PR needs of the company, mainly for the projects in which the youth organization and the company target the same clients. As main requirements for such practice to be replicated, RATIO Association recommends:</p> <ul style="list-style-type: none"> <li>● Having self-confidence in what the organization provides.</li> <li>● Listening and responding to the company's interests &amp; needs.</li> <li>● Knowing exactly what you want from the partners, and also build a friendly partnership atmosphere.</li> </ul>
Lessons Learned - Conclusions	<ul style="list-style-type: none"> <li>● Do not go in a meeting with a company having in mind only your requests and expectations, but present who you are, what you want to accomplish and what you can offer them through your project, and then they can tell if they are interested and how they can help you. Focus on building a partnership, not on what you need immediately.</li> <li>● Small and medium companies can help the organization in making any event or project perfect; big companies are important, but local SMEs are essential in these types of projects, without them, such an event cannot really take place.</li> </ul>