



FESTIVALS AS SOCIAL INNOVATION INCUBATORS

GUIDE TO FUSION ALLIANCES

Based on experiences of FUSION Alliances for
countries (*Germany, Ireland, Denmark, Spain*)

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Alliances Report & Action

By
Momentum, Ireland

www.fusion-project.com



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01 | INTRODUCTION & WELCOME TO FUSION PROJECT

Experts on festivals and youth work have joined forces to create a tailored suite of **open access and free** resources so that festivals can realise their potential as platforms for social innovation.

Vision

The project vision is to empower festivals to act as social innovation incubators that empower young people to realise their potential to change society and will inspire them to tackle social issues in innovative ways beyond the scope of the event itself. As importantly, FUSION will enable young people/organisations to use festivals as a stepping stone to implementing their own ideas, products, and technologies for the benefit of society.

Mission

FUSION enables festivals and youth organisations to collaborate and unlock their potential for social innovation by providing them with a tailored suite of resources. These include an All You Need to Know Guide, a Reach and Teach Toolbox, Online Educational Resources, and Alliances and Action Plans focused on social innovation at festivals.

The Why of Our FUSION Project

Social Impact and Innovation through the medium of festivals is a rapidly evolving and growing occurrence. More and more festivals are being seen as spaces to foster a sense of belonging, community spirit, diverse cultures, and civic action. However, for some, festivals are generally still considered places for people to gather solely for spectacle and entertainment, which has left their potential as spaces for social impact and innovation go under the radar. The FUSION project aims to foster collaboration between social impact organisations and stakeholders in the youth sector so that festivals can become incubators for new social innovators. Within this ambition, Alliances bring together festival organisers, youth workers, young people, and other stakeholders passionate about being part of a European network that creates a supportive environment for the development of social enterprise, impact, and innovation.

Welcome from the FUSION Team

FUSION Project is a pan-European, EU-funded project with partners from six different countries. The FUSION team combines expertise on social innovation, youth work, and festival life – topics that go together much better than you would expect.

German Alliance Partner, [Take a Stand](#)

Danish Alliance Partner, [Roskilde](#)

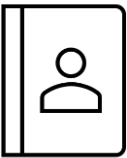


Irish Alliance Partner, [Momentum](#)

Spanish Alliance Partner, [backSlash](#)

Our work is supported by our evaluation partner, [Istanbul Economic Research, Turkey](#), and our technical partner [Canice Consulting. UK](#)

What are the FUSION Resources?

FUSION gives you all the tools festivals and youth workers need to understand and unlock the power of festivals as social innovation drivers for youth empowerment. There are 3 Key Resources;

		
<p>FUSION GUIDE</p>	<p>FUSION TOOLBOX</p>	<p>FUSION ALLIANCES</p>
<p>It is full of good practice examples of innovative projects from festivals that teach all you need to know about young social innovation education at live events.</p>	<p>Incorporates multiple social innovation and educational tools that help festivals, youth organisations, and young people collaborate and start their own social innovation educational projects.</p>	<p>Connects festivals, youth events organisations, and young people across Europe, particularly Denmark, Ireland, Spain, and Germany. They demonstrate how collaborative alliances regionally and nationally can achieve the best potential for social innovation, youth, and education.</p>

FUSION Project Key Links	
FUSION Official Website	https://fusion-project.com/
Guide	https://fusion-project.com/fusion-guide/
Toolbox	https://toolbox.fusion-project.com/
Alliances	https://alliance.fusion-project.com/
Partners	https://fusion-project.com/fusion-guide/#team
Facebook	https://www.facebook.com/festivalsforsocialinnovation

The Power of FUSION Alliances

The **project Alliances** aim to achieve a close, collaborative relationship between two or more entities that share complementary assets, strengths, risks, and rewards to create increased value or competitive advantage for their customers and their organisations, which would be difficult to achieve independently. Alliance goals include ensuring that partners are fully aware of the potential of social innovation at festivals so that they take positive actions to achieve their organisational and Alliance objectives.

Alliance engagement is the process of enlisting your partners to stay active in your project, encouraging them to continue adding value to your program. To deepen this engagement process, mutual trust and knowledge of the business must be nurtured throughout the partnership. It is about creating a trusted and loyal relationship between you and your partners. Effective engagement is where Alliance partners share insights and ideas that can help solve problems, connect people, create meaningful interactions, and build relationships with purpose in a meaningful way.

The **FUSION Alliances** have the sole purpose of informally uniting for the first time European countries, nations, regions, communities, individuals, and organisations so that they can realise the potential of festivals as social innovation incubators for youth.

The key objective of the Alliances is to **implement the mechanisms for sustainable collaboration between organisations and stakeholders at a local, regional and/or national level** so that the new

young social innovators will find a supportive environment for the development of their project/social innovation business of the future.

As European regions and communities, we are more than ever before faced with working, learning, playing, and living in unstable environments. The Alliances can actively **assist in integrating and empowering stakeholders involved in youth, festivals, education, and social innovation** so they can assist today's youth in unlocking solutions to existing unstable environmental challenges. The Alliances can help stakeholders enable youth to spearhead their efforts to ultimately expand their skill sets and knowledge so they can impact their communities locally or globally.

Our project facilitates the Alliances by **developing a supportive knowledge exchange environment** and providing the mechanisms needed to develop a socially innovative project for a festival. As part of our project, we have tested the process of setting up four Alliances in partner countries **Germany, Denmark, Ireland and Spain**. We share the journey and learnings of this process so that others can replicate and do their own FUSION magic.

Alliances Target Audiences

The Alliances are designed for social innovation organisations, youth, educators, and of course, festivals. They can encompass those

- ❖ **Involved** in or would like to learn about **youth, education, youth work, youth leadership, festivals and events, social innovation, informal learning...** and how they can positively impact our societies.
- ❖ Interested in participating in economic, social, and environmental **youth development** and **regeneration, cultural innovation, or social inclusion**.
- ❖ A **young person or group of young people who want to be involved in change**. This could involve learning new solutions about the circular economy, climate change, tackling poverty, improving unemployment, strengthening your community, tackling homelessness and hunger, or any other social issue.

By design, the Alliances actively educate and work with its target audiences and members to:

- ❖ **Learn from the best** by engaging with stakeholders and experts in social innovation, festivals and youth education fields across Europe.
- ❖ Come up with country and organization-specific **design solutions**.
- ❖ Learn how to **collaborate, plan, problem-solve, and communicate**. Bring **ideas to reality** in a way that spurs exciting and memorable value-enriched learning.

- ❖ Enjoy building a **strong, sustainable economy** and a **better society** for tomorrow’s adults.
- ❖ Connect with **existing and emerging young social innovators** to join a sustainable and positive impact ecosystem.

The Alliance Framework

The Alliance Meetings Should be Governed by Opportunities & Potential. Start with the End in Mind!

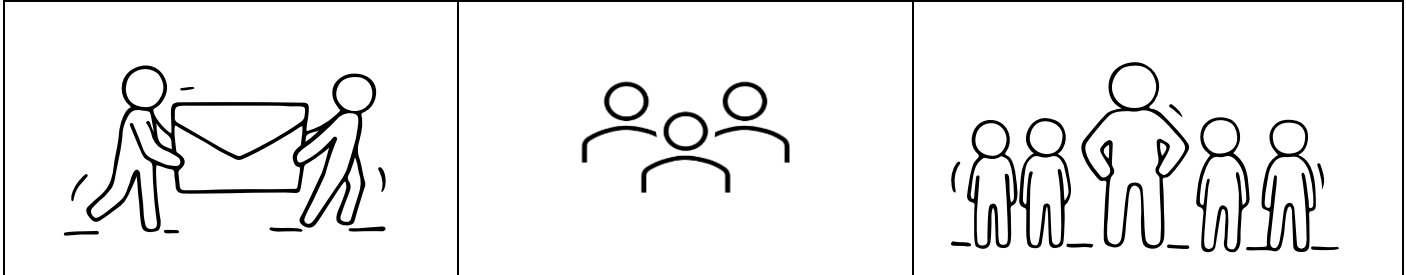
What you want to achieve in the end, you should gear towards your Agenda key objectives, SWOT Analysis and Action List - like a wish list or vision of your Alliance. All members should agree with the approach, purpose, tone, pitch, and objectives of the Alliance, and the meetings should follow suit. Here is an idea of what your Alliance Framework should look like.

Pitch, Tone, and Format

- ❖ Supportive, Expertly led Structured Informal
- ❖ Informative Collaborative Engaging Creative
- ❖ Innovative, Valuable Local, Regional, National or European Inspired

- ❖ **The Alliances Format** can be hybrid, face-to-face, zoom with complementary discussions, workshops and/or focus groups, etc.

<p>Invitation for Alliance Recruitment <i>Covering geographical scope (e.g., national or regional) to Social Innovation Organisations, Educators, Youth, and Festivals</i></p>	<p>3 Meetings <i>Focusing on Introduction and Objectives, Collaboration & Alignment</i></p>	<p>1 SWOT Analysis <i>Assessing the Strengths, Weaknesses, Opportunities and Threats of social innovation at festivals</i></p>
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<p>Meeting Materials <i>Agenda, Minutes, Members Sheet, Questions, SWOT Analysis</i></p>	<p>1 Alliance Guide with Project Partners Alliance Meeting Samples & 1 Action Plan</p>	<p>Celebrate and Sustain Alliance <i>Maximising Future Potential and Alliance Opportunities</i></p>
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<p style="text-align: center;">Meeting 1 Meet, Greet and Share</p>	<p style="text-align: center;">Meeting 2 Interaction of Great Minds</p>	<p style="text-align: center;">Meeting 3 Development of a FUSION project</p>
<ul style="list-style-type: none"> ❖ All come together for the first time, introduce yourselves, and FUSION themes as an objective. ❖ Inform the group how you can contribute and what you hope to achieve from the Alliance. ❖ Actively engage and inspire each other by learning from the FUSION project case studies, guide, toolbox and the Alliances. ❖ Get to work by introducing the Questions List and SWOT Analysis, and Action Plan prescribed by the Alliances. ❖ The next meeting will form a basis for feedback, answers and discussions around the Questions and SWOT Analysis 	<ul style="list-style-type: none"> ❖ Great minds return together to activate ideas, exchange and pool resources and knowledge exchange ❖ Answer Questions List ❖ Go through SWOT Analysis ❖ Introduce the Action Plan ❖ Formalise the vision, mission and objectives of the Alliances and/or project ❖ Extend the partnership if possible etc ❖ Discuss how to future communicate and collaborate for future meetings ❖ Decide on the Alliance development and how it is going to work, who will be involved, when it will happen, the theme etc. 	<ul style="list-style-type: none"> ❖ This will discuss further the activation of a potential Alliance project. ❖ Develop implementation and Action Plan ❖ Decide who needs to be involved, is there anyone missing or needs to be recruited ❖ The roles and responsibilities of different members from education, youth, social innovation etc.... ❖ The Sustainability of the Alliance will also be discussed.

Solutions Delivered by the Alliances

The Alliances are engaging, inspiring, creative, innovative, valuable, European-focused, supportive, expertly led, structured yet informal, informative, and collaborative forums through which all members and stakeholders benefit from the solutions.

The purpose of the creation of a FUSION Alliance is to encourage cooperation between the multi-actors that typically do not work together, including **youth organisations, festivals, educators (non-formal and formal), and social innovation bodies, e.g. NGOs and cause-based organisations** that will benefit via the exchange of information and resources from different perspectives. Some headline benefits of Alliance involvement:-

<p>Bring Great FUSION project Minds Together!</p> <p>By bringing potential FUSION stakeholders together so they can engage in the benefits of FUSION networking collaboration and knowledge exchange</p>	<p><i>The Alliances are designed to recruit, motivate and involve relevant regional stakeholders in your area (local, regional, or national)</i></p> <p><i>Gain access, support, and new knowledge and build new synergies by engaging with FUSION experts, learners and stakeholders in FUSION themes (education, social innovation, youth, and festivals)</i></p> <p><i>Together communicate, interact, discuss, share, create, and engage in bringing FUSION project potential and ideas to reality.</i></p> <p><i>Develop cross-sectoral relationships and networks within the region to share resources and try to solve social innovation challenges.</i></p> <p><i>Gain deeper knowledge by sharing and learning from each other, especially through storytelling, sharing skills and especially good practice, winning advice, and experiences.</i></p>
<p>Assess the Potential and Create an Alliance Project</p> <p>By organising a regular formal meeting structure</p>	<p><i>Take full advantage of achieving more together than you can do separately as FUSION partners.</i></p> <p><i>The Alliances are designed to assess the potential of a social innovation youth education project at a festival or event in European countries through the creation of a formal, collaborative, supportive regular meeting structure (at least 3 meetings).</i></p> <p><i>Members come together to assess the potential of an Alliance by conducting a SWOT analysis and developing a clear Action Plan.</i></p> <p><i>Learn how to discuss and work together through regular discussions/workshops/interactions as part of the Alliance meetings.</i></p> <p><i>It is always good to get inspired by existing festivals in your country that already apply FUSION ideas and get to meet and learn from them.</i></p> <p><i>Make experiential visits as part of your Alliance by attending other</i></p>

	<p><i>festivals aligned with the themes or a combination so that collaborative alliance members can learn about existing social innovation priorities, potential, challenges, needs, different approaches, ambitions, and environments.</i></p> <p><i>Come up with a set of aims and objectives that are endorsed and agreed upon by all members so that a potential Alliance project or event can be developed strategically.</i></p> <p><i>Gain from enriching and better support skills development in the field of social innovation and knowledge across wider organisations, individuals, educators, youth, and companies that can lead to better project design, implementation, dissemination, and exploitation.</i></p> <p><i>Explore how you can actively activate an Alliance by pooling resources and creating synergies to support each other rather than continue and implement without support separately.</i></p> <p><i>Gain critical mass to have greater influence, so you can start a social innovation change movement by speaking in a common voice in your regions, which will ultimately have a greater impact on YOUTH and combating social innovation challenges.</i></p> <p><i>Once a project is activated, learn and share how you can improve future approaches, document them, and share them to encourage others to follow suit.</i></p>
<p>Activate Youth to Solve Social Problems</p> <p>Educate young people across Europe on how to activate social innovation initiatives using festivals as a strategic platform.</p>	<p><i>Build more capacity and mobilisation to youth so they can achieve and implement their social innovation ideas and projects, engage in the spheres of resolving and rectifying social innovation challenges, feel empowered, gain knowledge and be actively supported and mobilised by an Alliance. They will also gain the intellectual and resource capacity to effectively work with other youth rather than working alone.</i></p> <p><i>Learn through new innovative educational festival platforms how important fields in social innovation and youth can work together to be creative, form design solutions, and explore and solve problems.</i></p> <p><i>Be educated alongside leading organisations so that together they feel connected to sustainable social innovation via a regional impact ecosystem (FUSION Alliance)</i></p> <p><i>Build on and merge social innovation, festival, and education design solutions that tackle youth disengagement.</i></p>

Exploit the Potential of the FUSION Alliance Resources

By creating awareness and distributing the FREE alliance resources to potential target groups so that future alliances can be developed across Europe

*Further create and build on the existing Alliance resources by providing a further dedicated set of customised **FUSION Alliance Resources, SWOT Analysis** and complementary **Action Plan** that reflect each **Alliance's key drivers and target group needs**. Other potential future FUSION Alliances can take advantage of such resources and exploit their potential.*

*The **Action Plan** will particularly set out a model of collaboration, information sharing, and improving /supporting young people's access to social innovation awareness and knowledge capacity. It will guide Alliances participants, particularly to an agreement and commitment to **concrete actions** to support other grassroots activities in their organisations and regions. These concrete actions will act as guidelines for FUSION sustainability.*

*Build on the potential of FUSION Alliances and the **provision and accessibility to more inspiring talks, informative advice, amazing stories, tools, talks, powerful case studies**, and so much more so that FUSION can **evolve and disseminate** across Europe as a **fantastic educational platform**.*

02

Guide to Establishing a FUSION ALLIANCE



02 | GUIDE TO ESTABLISHING A FUSION ALLIANCE

Planning and Developing an Alliance

The FUSION project partners have tested and endorsed a 6-step process to establishing an Alliance:

- **Step 1:** Identify and Recruit FUSION Alliance Members
- **Step 2:** Define the FUSION Region and Scale
- **Step 3:** Host an Exceptional First Meeting
- **Step 4:** Action Plan and SWOT Analysis
- **Step 5:** What Should Happen at the End of a Meeting
- **Step 6:** Sustaining the Alliance

Identify Alliance Members

To start the Alliance member recruitment and building process, it is necessary to **identify the initial stakeholders** who will establish the Alliance. The previous section identified who the target groups are, and Alliance **members should represent all target groups**. There are several ways in which this can be done, but the **best starting point is from your networks and contacts**. You may need to conduct some **research and consultation** to factor in representation from each target and stakeholder group to ensure an effective FUSION Alliance. In advance of contacting potential stakeholders, it is **important you understand the overall purpose of the Alliance**, and it may be helpful to conduct some **initial consultation with a reference group to assist in identifying which stakeholders should be approached**. This can be done by hosting a “**partnership building**” **meeting**, where several contacts from within your database are invited to meet to discuss the programme and identify individuals and/or organisations of relevance to the programme, who should be invited to form the initial Alliance.

It is recommended the Alliance should particularly include organisations, companies, and individuals that **represent each of the target groups and themes** in social innovation, education, youth, and festivals so that a potential consortium of members and synergies have a balanced representation. Ideally, members should include a mixture of **public, private, and non-profit sectors, festivals, youth organisations** (non-formal learning), **youth educators** (formal), **regional stakeholders, social innovation, education**, etc.

Suggested Questions to be Answered when Identifying Potential Stakeholders:

1. Who are the **key stakeholders** related to the Alliance’s Vision/Mission?
2. What is their **role** related to Social Innovation, Education, Festivals and Youth?
3. What is their **level of power/influence**? (i.e. prioritise the stakeholders)
4. What **relationships/links** exist between the key stakeholders?
5. What **current programmes** have been developed for or by each stakeholder?
6. What **type of organisation** is each programme aimed at?
7. What is their **perceived level of success**?
8. What are the **strategy gaps** related, and which stakeholders can bring knowledge to address these gaps? Use a SWOT Analysis later on in the guide to discover and resolve such gaps.
9. What are the **programme gaps** related to, and which stakeholders can bring knowledge to address these gaps? Use a SWOT Analysis later on in the guide to discover and resolve such gaps.
10. Is there any **duplication or expertise** in the key stakeholders’ roles, strategies and programmes? How can this be used as an added value?

The following table is a template that collates Alliance member information. Everyone doesn’t need to provide emails and other personal information to everyone (except the Alliance lead), such as phone numbers, should this be their preference.

Name	Organisation	Website Address

Plan Your First Meeting - Set the Structure, Pitch and Tone

What follows in this section is a **detailed explanation** of each step in the process of planning, establishing and operating an Alliance. Please remember you can adapt this process to suit your circumstances.

The planning stage is the initial stage. It is characterised by the development, gathering, and analysis of collective insights. The development of the Alliance should **not be viewed as a rigid structure** but rather as a **collaborative forum which gathers and engages different partners with a shared ambition** to empower festivals to act as social innovation incubators that **empower young people to realise their potential to change society and will inspire them to tackle social issues** in innovative ways beyond the scope of the event itself. As importantly, the Alliance needs to plan to reach and convince young people/organisations to use festivals as a stepping stone to **implementing their ideas, products, and technologies** for the benefit of society.

In an effective Alliance, there will be a series of **agendas, strategies, collateral, structures, documents, discussions and meetings that** should lead members to understand the potential and eventual delivery of a social innovation project and further initiatives, which will tap into the networks and resources of new partners in an ever-evolving process – this “fluidity” contributes to the sustainability of the work of the Alliance, where **partners are invited to bring new people, energy and new ideas.**

Define the Region & Scale

One of the first items for the Alliance meeting should be to define the region and scale of the project. This involves determining if the project will **encompass local, regional or national stakeholders.** It is important to engage the stakeholders in the defined region so that they feel a **sense of involvement, ownership and responsibility** to deliver the work of the Alliance so that the project can benefit the region that has been defined. The Alliance members may also be considered if they need to be local, regional or national representatives **depending on the partnership’s preferences** for how they wish to define the region.

Start Local, then Move to Replicate on a Broader Scale.

It is advised as a first Alliance to take a regional rather than national approach may enable a greater depth of analysis into the issues prevalent within that region and bring a **more localised focus** to design interventions around **local social innovation and new educational festival project development,** which will have a positive effect on the Alliance members of that particular region. The first step with the guidance of this document is to understand the potential of an Alliance. The learning gained from more localised interventions can then be replicated on a broader scale,

thereby enabling the regional approach to act as a pilot for initiatives and interventions that can then be applied on a local, regional, national and/or transnational basis.

Once the local Alliance has been formed and held its first meeting, early action should be to **further extend and engage partners in the process of mapping current provisions** across the local region that has been defined for the work of the Alliance. In the mapping exercise, partners are **encouraged to contribute** from their **knowledge and, using primary and secondary sources, identify current support programmes** related to social enterprise, entrepreneurship, enterprise and social innovation as well as potential existing social innovation, youth education activity in the region, to help to **identify any opportunities and gaps in provision**.

It will be important that consultations in the region are held with a **wide inclusive range of stakeholders**, including festivals, social innovation players, youth organisations and educators, policymakers from Government agencies, local councils, local business development/enterprise organisations, youth organisations, community organisations, membership bodies and support providers.

To progress this mapping work, Alliances should undertake **both primary and secondary research** from information accessible across the Alliance. This research is conducted to identify further opportunities and gaps. The findings will be analysed and reported under the **Alliance SWOT Analysis**, which can be addressed through **actions taken forward in the Alliance Action Plan**. The Action Plan is designed to be the **live document and drives the activity and progression of the Alliance**. It should constantly be **evolving and changing as actions are completed, and new actions are identified**. Consider the following questions during this stage of the Region and Scale Analysis;

- What area/region is your alliance based on?
- Why have you chosen this area?
- What strengths does this area have that the alliance can build on?
- What are the needs/weaknesses of the area that your alliance can address?

What Can be Done Locally?

You can help develop Alliances and Action Plans in your area to increase coordinated action. If there are existing social innovations, youth education or festivals in your area, or existing networks or alliances, get in contact with them and see how you can support their work. Or start your Alliance by contacting local stakeholders and potential members, meeting with them, discussing their motives and objectives, sharing ideas and learning and finding opportunities for collaboration.

What Can be Done Nationally?

The government needs to know about the work being delivered locally and the national policies in place that are hindering progress. Get in contact with local government and national government and let them know about the national barriers undermining your FUSION potential; work and lobby them to change that. You can do this by writing a letter to them expressing your concerns, asking them to ask a question in formal meetings to raise these issues, signing a petition or an open letter, contacting the local press to share the work they are doing on this issue or inviting them to visit your work in action.

Host an Exceptional First Meeting!

First impressions count! After the initial meeting has happened, it is extremely important to keep up the momentum to further engage stakeholders to attend a second meeting and get them enthused about the project from the objective and regional perspective. Make sure that you **pay attention to detail**, such as hosting the meeting in the right venue – perhaps a venue which is a location that stakeholders would be interested in visiting? Make sure people **feel welcomed** to the meeting and that **their attendance and input are recorded**.

This stage of the process, which commences with the first meeting, is characterised by the success of the **effort to establish a strong and relevant partnership**. The meeting should have an **interesting agenda** and ensures **all stakeholders have the opportunity to contribute and to feel involved**. At the first meeting of the Alliance, a **presentation should be delivered about the project to inform and excite partners about the project**.

Set the tone for the meeting, don't be too formal, and ensure that participants feel comfortable and able to contribute. Encourage all attendees to introduce themselves and explain something about what their organisation is involved in and **what they want to get out of it**. The tone of the meeting should be relaxed and informal and ensure the focus is on the attendees and encouraging discussion and debate to ensure those attending feel engaged and remain interested.

Sample Invite to an Alliance

(Recruitment of Social Innovation, Education, Youth and Festivals to Alliance)

FUSION

FESTIVALS AS SOCIAL INNOVATION INCUBATORS



YOU ARE INVITED!

SAVE THE DATE!

Join a vibrant growing network that intersects the possibilities and potential of European youth, education, social innovation, and festivals

FREE ONLINE EVENT
on 15:00 pm, Thursday
23rd February 2023

[Click Here to Register](#)

JOIN THE 1ST EVER EUROPEAN FUSION ALLIANCE

MEETING TAKES PLACE ON FEBRUARY 2023



GET READY TO GET INSPIRED!

- Learn how FUSION CAN BENEFIT you and your organization
- Connect with the FUSION ALLIANCE
- Get Inspired by existing CASE STUDIES, SPEAKERS, VIDEOS AND EXPERTS e.g., Roskilde Festival will demonstrate social innovation as a game changer.
- Access to BRAND NEW RESOURCES (e.g., The 'FUSION Guide' & 'Toolbox & OERs')



BE PART OF REAL POSITIVE CHANGE IN 2023 ARE YOU?

- A SOCIAL INNOVATOR or aspiring to be
- Involved in YOUTH EDUCATION
- Involved in FESTIVALS and are passionate or curious about promoting or educating social innovation to your audiences

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www.fusion-project.com

Registration Link <https://www.eventbrite.com/e/fusion-alliance-meeting-youth-festival-social-innovation-tickets-487465320897>

Strategies That Help Ensure An Effective Alliance Meeting

- ❖ **Consider inviting an engaging guest speaker.** Find an expert on the meeting topic and ask that person to do a short presentation and lead a discussion. The meeting organiser or another partnership member can prepare questions in advance and facilitate the dialogue to involve the group in active discussion.
- ❖ **Make sure the right people attend.** Include stakeholders who are interested and can take action in the future to address high-profile issues. Invite members to bring along other interested staff from their organisation. The meeting organiser can reach out to partners in advance to help them decide whether to invite colleagues or other stakeholders. To generate a lively discussion, a range of people who are knowledgeable about and interested in a topic can help each other generate ideas. Consider the mix of roles represented and try to balance contributions from practitioners as well as researchers.
- ❖ **Meet in person, if possible, in a central location.** Face-to-face conversation can enhance the quality of a meeting. The meeting content (discussion plans, Questions, SWOT Analysis, Action

Plan, presentations, etc.) should be both interesting and compelling enough to make travel worthwhile. In-person meetings of half a day work well when travel is required, while no more than two hours is a good length of time for virtual meetings. A hybrid is a good option if not everyone can attend in person, allowing flexibility, inclusion and accessibility.

- ❖ **Appoint a note-taker.** Decide who will be taking notes and how you will share them after the meeting so everyone has access (for example, taking notes on a shared Google document or emailing minutes after the meeting). Allow attendees to suggest additions to the notes after they are circulated to make sure all important content is documented.
- ❖ **Vary the meeting format.** Many meetings are passive experiences where one or two people talk, and everyone else listens. When introducing a discussion topic, consider giving everyone a few minutes as you start to share their top successes or challenges. Build-in opportunities—for example, a series of feedback questions interspersed throughout the meeting focusing on the key topics – social innovation education for youth—to energise the team. People also appreciate an opportunity to get out of their seats and move around—it is always a great experience for participants to attend a live type event so they can immerse themselves and highlight and discuss relevant ideas that can be used within their own Alliance event...
- ❖ **Host a dry run with presenters.** The practice session can take place virtually. Make sure you have a meeting facilitator to run the presentation and discussion. Presenters and attendees should draft discussion prompts in advance to engage participants. Make sure each presenter/member knows how long you would like them to speak (i.e., 15 minutes, 30 minutes) as well as the time allotted for discussion. The facilitator should time each presentation and suggest cuts if the presenters take more than the allotted time during the dry run.
- ❖ **Pay attention to the room setup.** Make sure the meeting space accommodates group discussion. For example, have meeting participants sit around a table or across from each other. Avoid classroom-style setups where participants sit in chairs, all facing the presenters. Find a comfortable space—for example, not too cramped, hot or cold, dark or bright.
- ❖ **Make time for everyone to interact.** Start with a chance for attendees to introduce themselves and their organisations, and include time, such as a coffee hour before or after the scheduled meeting, for networking—one of the most valuable and overlooked aspects of meetings. For meetings that are longer than 2 hours, build in time for short breaks (at least 15 minutes) so people can check their messages, use the restroom, etc.
- ❖ **Be ready to redirect.** If a presenter or participant gets off track, the meeting facilitator should be prepared to jump in and redirect the conversation. For example, the facilitator might ask a question that reorients the participants to the meeting goals or suggest that an off-topic remark or question can be discussed during a break.

- ❖ **Be mindful of the meeting time and Agenda.** Stakeholders' time is valuable—many organisations are trying to reduce the hours spent in meetings—so providing a compelling reason to meet is a critical first step for success. In Alliance meetings, try to empower members to come together to discuss and develop common goals, including possible short- and long-term outcomes that motivate the use of a festival, project or event. Make sure there is a valid reason to get together and set a purpose for each meeting. For example, a partnership might decide to meet to discuss social innovation ideas and solutions.

The facilitator should ensure that the presenter and participants stick to the times allotted in the agenda. Plan enough time during the Q and A to address questions during the meeting. In addition, consider holding up number cards to indicate the minutes left for the allotted presentation. The facilitator should help move things along, for example, by saying, “In the interest of time, let’s move on to the next topic” or “We have time for one more question about this.”

- ❖ **Use engaging presentation materials.** Be sure that PowerPoint slides are not too numerous or overwhelming. Too much text can make it hard for participants to focus on the content and the speaker. Use figures and graphics that are easy to read and visually appealing. Share any written materials (e.g., slides) with attendees after the meeting. Remember, the FUSION resources are a fantastic source of presentation material that can assist and enhance your meeting.
- ❖ **Make sure your technology works impeccably.** During the dry run, practice using projectors, remotes, laser pointers, and other devices. Make sure you have appropriate cables for connecting and charging laptops and other devices. Have a backup plan—i.e. paper handouts or presentations saved to a Google or thumb drive. Arrive early and arrange access to the meeting space for setup and practice. For virtual meetings, practice with the web conferencing tool in advance to make sure the content is visible to participants and presenters are audible.

Required Alliance Meeting Resources

- ❖ **FUSION Alliances Database or Member List** built from a recruitment process; a Database will be developed to deliver all Alliance communication.
- ❖ **Meeting Collateral** Agendas, Presentations, Questions List, SWOT Analysis, Action Plan working document, Minutes, Meeting Calendar...etc.
- ❖ **External Influence** such as FUSION project resources, FUSION Case Studies, speakers, experts, and people of interest with experience to speak and present, share knowledge, examples and guidance...
- ❖ **FINAL FUSION Alliances Action Plan and SWOT Analysis** is usually managed by one member to plan the structure, what will happen from the beginning to the end of the Alliance, including meetings, topics covered, events, partnerships, resources collaborated and how it can be transferred in the future. How to gain full potential from recruitment and get the right people involved. Who is committed, roles and responsibilities? This is discussed further in the Action Plan section of this guide. The SWOT Analysis will help the Alliance assess and discuss the strengths, weaknesses, opportunities and threats that exist.
- ❖ **FUSION Alliance Resources** should act as a focal point for the Alliance meetings. They are carefully designed so that FUSION Alliances have all they need to support full Alliance potential.

Establishing the Meeting Priorities and Topics

We believe that following a few key points when setting up partnership Alliance meetings can **ensure successful engagement, bringing stakeholders together to learn about, strategise, and tackle important FUSION issues**. It is key to identify the potential of an Alliance, which can be identified and understood via the supporting documents to this guide – SWOT Analysis and Action Plan. Here we describe recommendations, organised as a series of key questions and answers, for setting up meetings to engage members to create a FUSION initiative effectively.

First, name a meeting lead/organiser to establish priorities and topics for the meeting. The meeting lead/organiser should seek out pressing issues in advance from members. **Use a variety of channels to seek input**—for example, send emails to the group or schedule individual phone conversations with partnership members. The end of a meeting is a good time to request suggestions for future gatherings. **Select a topic that is of interest to the majority of members.** We believe that meeting topics of general interest include:

- ❖ Updates on potential FUSION Alliance activities that one or more members of the partnership are working on
- ❖ Discussion of high-priority SWOT Analysis, e.g., strengths, opportunities, gaps, and challenges facing the partnership (e.g., how stakeholders in different organisations are combating social innovation education for youth)
- ❖ Discussion and collective agreement around the development of the Action Plan
- ❖ A summary of each topic of interest and objective of all members of the partnership

The Purpose Of The First Meeting Is So That Members Can

- ❖ **Talk about the potential alliance**, the benefits of working together, and the opportunity a festival presents.
- ❖ **Share information about your challenges and intentions**, what you would like to get out of the Alliance, and the most effective way to create an Alliance. This will support each member's case for forming an alliance and their position and contribution as an expert or influencer in the streams of youth education, social innovation and festivals and other complementary roles.
- ❖ **Provide specific details regarding expectations** and what each firm will do to contribute or provide to form a mutual commitment to the Alliance partnership.
- ❖ **Evaluate and gain a better understanding of the potential Alliance** through the **SWOT Analysis**
- ❖ **Make a mutual decision** to determine how working together will benefit all parties. This involves having an active involvement in the development of the live collective **Action Plan**

The Agenda Topics and Objectives Should Aim to

- ❖ Effectively try to **build awareness of the value** of an Alliance and subsequent projects.
- ❖ Ensure **effective practical collaboration** and room for discussion.
- ❖ Make sure **everyone feels important, welcomed and involved**.
- ❖ Enable **knowledge sharing** to enrich and better support all target groups, including youth, if possible.
- ❖ **Share resources, documents, and templates** to support Alliance objectives, challenges, and solutions.
- ❖ Allow a space for members to **agree and commit to concrete actions** to support an Alliance.

Proposed Topics for Meeting 1 Agenda

In the next section, we go through the framework and different topics that could be discussed in **Meeting 1 – Meet, Greet, and Share**. These suggestions are open to being amended and edited; they are, however, a good recommended start. Once Meeting One is completed and the suggested framework followed, members can follow the suggested recommendations for Meeting 2, but it is suggested they confirm the topics and objectives in Meeting 1 as a collective Alliance for Meeting 2 and other meetings thereafter.

Once the topics are confirmed, it's time to start promoting the next meeting. The lead/organiser should develop an agenda, share it in advance, and ask for additions to it. Sending a calendar invitation to members can also promote interest and ensure that it is on everyone's schedule. Ask the group to invite additional colleagues who might be interested in the meeting as well.

Only when the Alliance is formed should the group be facilitated to develop its objectives which form the basis for the work in Meeting 2 of the Alliance. See in the next section how to do a deep dive into developing objectives and understanding the potential. Objectives should be focused on achieving the Alliance and project mission and be measurable so that progress can be charted and results presented. Objectives generally lay out what will be achieved and by when, and progress in achieving the objectives is tracked through the delivery of a series of action plans.

Meeting 1 – Meet, Greet Share

- ❖ **Meet, Greet, Introduce** All come together for the first time, introduce yourselves, and FUSION as an objective.

(Supportive Action: Take notes on partner profiles to distribute after using the Members List)

- ❖ **Share & Inspire** Inform the group how you can contribute and what you hope to achieve from the Alliance. Actively engage and inspire each other by learning from the FUSION case studies and the FUSION resources, including the FUSION Alliances. View FUSION Case Studies and Guide collectively to see what is currently done well and how it can be transferred.

(Supportive Action: Refer to the FUSION website and resources)

- ❖ **Explore FUSION Alliance Potential, Social Innovation Opportunities, and Solve Social Issues.** Enable all members to discuss their problems, potential solutions, and how FUSION can assist

or facilitate resolving the same.

(Supportive Action: Refer to the **Questions List** and introduce the **SWOT Analysis** document, both discussed further in this document. The Questions List is a useful activity to engage minds and get creative and discussions activated. Capture responses for both documents)

- ❖ **Implement Educational Capacity** – How FUSION can fit into the educational landscape and how they can work with festivals

(Supportive Action: Capture in the **SWOT Analysis** and **Action Plan** documents)

- ❖ **Review Supports** Such as finance, funding, awards, festival or event supports etc. that can support festivals with FUSION projects.

(Supportive Action: Capture in Meeting Minutes **SWOT Analysis**)

- ❖ **Investigate Marketing and promo** – how to market your project, which is often quite different to other traditional projects. Use it as a pull factor for your organisation. Assess existing marketing and promotional resources, knowledge, expertise etc., that can be pooled to facilitate this activity.

(Supportive Action: Capture in **SWOT Analysis**)

- ❖ **Recruitment Building, Responsibilities, and Roles.** Assess whom you need to include additional to existing members to facilitate an Alliance project. Decide each member's responsibility and role. Understand the existing expertise and what is lacking; this will need to be recruited. Discuss how you can collectively use your organisations to maximise facilitating an Alliance, e.g., working together & collaborating for success, education facilitation, building together, pooling resources, recruitment volunteers and youth etc.

(Supportive Action: Capture in **Membership List**)

- ❖ Other Business and Next Meeting

Sample Agenda Template	
Activity	Information
Date	
Location	
Time	
List of Attendees	
Guest Speakers	
Agenda Items	
Main Talking Points/List the Questions	
Inspiration and Knowledge Exchange	
Focus on Social Innovation and FUSION potential.	
Action Plan	
SWOT Analysis	
Proposal (actions, discussion questions etc.) for Next Meeting	

Sample Questions to Consider as Part Meetings

- ❖ What do you think are the **ideal conditions** for implementing social innovation at festivals? (Education, Youth Work Social Innovators participants should answer first)
- ❖ What is currently **missing**? What is **important**?
- ❖ What are you **already doing/status quo** that is **FUSION related**? (Collect examples - also outside festivals)
- ❖ What are **exemplary projects** that you are aware of that already exist? (Collect examples - also outside festivals)

- ❖ How would you like the **general conditions to change**? (make a wish)
- ❖ What would social innovation education at festivals for youth look like in the **best-case scenario** for your organisation or region? What would you need for this?
- ❖ Where could **outside parties help to create better conditions**? Who can influence things that are neither in the power of festivals nor organisations? For example, politicians could change the legal framework. (Or, more specifically, what can politicians do to help you?)
- ❖ What do you see as the **benefits of an Alliance** for your region or organisation? What is your main objective? What would you like to get out of it?
- ❖ What do you think you can **bring or add value** to the FUSION Alliance?
- ❖ Does the **format, pitch and tone of the meeting** fit and work for the Alliance? What can we do to improve or do differently to maximise Alliance potential, e.g., to activate FUSION creativity, inspiration, and expertise? Are you getting what you expected?
- ❖ What do you see your **ideal FUSION Alliance** look like?
- ❖ Why do you want to **investigate social innovation at festivals as an added value** to your organisation?
- ❖ What do you **expect your target audiences** (youth and educators) to get from participating in a festival? Do you have any fears about attending a festival?
- ❖ How can a festival be a **good place to talk about and tackle social issues** such as environmental activism, LGBTQIA+, homelessness, etc.?
- ❖ How can festivals serve as effective **"living laboratories" and 'education incubators**? (Use festivals as testing grounds for new solutions; test something on a small scale first, then evaluate and adapt, and come back on a larger scale next year).
- ❖ Does your organisation have some **activities/interactions already planned** to engage, inspire and activate at a festival?
- ❖ How did your organisation benefit from the **last time it participated in a festival**? Were there any social innovation aspects that you can suggest that you think worked well?
- ❖ What **challenges do you face** in your daily work instilling social innovation in youth education? How do you think a FUSION Alliance can assist or enhance your delivery?
- ❖ How do you **effectively bring (your) social innovations/ideas** closer to young people?
- ❖ What **strengths, weaknesses, opportunities, threats, and potential** does a FUSION Alliance offer to participating organisations and the region?
- ❖ How can you **attract youth's attention** to a potential FUSION project? (this is good for competition with other NGOs and entertainment) Is there too much going on at a festival for a single project to stand out?

- ❖ How are you going to know and **evaluate the success of your FUSION Alliance** project/activity? How will you evaluate its success? What questions will you ask? What are your KPIs?
- ❖ Do you have a **dynamic plan** that can be adapted if things change at short notice?
- ❖ Can the **health and safety of volunteers** be guaranteed?
- ❖ What about **politics**? Does it have a place at festivals? How do you define the term "political" (lobbying, party politics vs. social politics)? How are you going to address this?
- ❖ What **scale or size** will the project be? How many people plan on attending the festival? Does the festival have to be a certain size for your organisation to participate?

What Should Happen at the End of a Meeting

Congratulations! You made it through your first successful FUSION Alliance meeting. Now it is time to **plan for the future**. Before everyone leaves, build in time for feedback. **A digital survey** can be an easy way for everyone to provide anonymous input. **Invite participants to share what they think worked well as well as what they think could be improved**. Solicit ideas for topics and members to invite to upcoming meetings.

Finally, **send an email to attendees to thank them for attending and encourage continued discussion on the topics and objectives** so that they align with their organisation. Use this email as an opportunity to **share meeting materials** (e.g., presenter slides, meeting notes, and other resources that were shared or recommended) and solicit additional ideas that attendees come up with after the meeting adjourns. Get members to **delve a little deeper into the SWOT Analysis and Action Plan** so that they are familiar with, understand and are ready to use it in the next meeting (Meeting 2). It is always worth from the beginning requesting members to investigate, **discuss and share these documents internally** in their organisations so they can collectively provide input which can be shared in the next meeting.

Sustaining The Alliance

The first series of Alliance meetings should have **secured the engagement and commitment of partners** to the project. To **sustain that commitment**, partners need to see the work of the Alliance as having **relevance to the work of their organisation or at least benefit**. This can be secured through the action plan, ensuring there are actions which engage partners and motivate them to be involved in completing the actions. **Planning for the future sustainability of the Alliance should begin from the first meeting by identifying long-term as well as medium-term and short-term actions**. An essential part of sustainability is to establish the future structure for Governance of the work of the Alliance. This may be formalised in legal structures or informal through working groups

03

SWOT ANALYSIS

(Strengths, Weaknesses,
Opportunities & Threats)



03 | SWOT Analysis

(Festivals' Strengths, Weaknesses, Opportunities, Threats)

The FUSION SWOT analysis is a strategic planning and strategic management technique used to help Alliance members to identify Strengths, Weaknesses, Opportunities, and Threats related to the development and implementation of the Alliance at a festival. It is sometimes called situational assessment or situational analysis. This section explores and demonstrates examples of the festival's strengths, weaknesses, opportunities, and threats. The following SWOT Analysis is a collection compiled by the partners as part of their Alliance meetings so that future Alliances can consider the same. The SWOT Analysis is designed to facilitate the Alliance Action Plan, which is discussed in the next section.

SWOT Analysis

Strengths

At a festival, partner organisations can **reach more people in a short time with relatively little effort** than anywhere else.

- For example, The youth associations that present themselves at DAS FEST in Karlsruhe can theoretically reach around 150,000 visitors over 3-4 days.

At festivals, a partner organisation can **reach people who would otherwise never come into contact with it**.

- Visitors who come primarily for the music acts also come into contact with the rest of the programme on the festival grounds, such as stands of partner organisations. Topics, e.g. youth work, with which they have no contact in everyday life, can thus become a part of their lives.

The **hurdles to getting in touch with each other are much lower** at festivals than in everyday life because of the special setting.

- This applies to visitors and organisations: In contrast to everyday life, visitors do not have a to-do list but instead have time, desire and mental capacity to deal with new topics; the organisations get potential discussion partners virtually flushed directly to their stand.

Festivals are **places completely removed from the regular lives** of their visitors.

- Festivals also allow visitors to leave their everyday lives behind and live a kind of utopia for a few days. This offers organisations the opportunity for many different interactions with visitors that would not be possible elsewhere.

People **perceive what happens at a festival much more intensively than in their everyday lives**, which means you can work more intensively and closely with them.

- Festival-goers are often highly emotionalised by the positive atmosphere at festivals and much more willing to engage with new things and be challenged. You rarely find them in this state in other places where NGO stands usually are set up, such as fairs or city centres.

The **main target group of many festivals are young people**.

- At festivals, you meet the creators of tomorrow. Organisations have the opportunity to plant a seed in the minds of young visitors that can grow into a seedling in their everyday lives throughout the year.

Festivals **create memories that you will never forget** for the rest of your life.

- One goal of every festival is to create memories that will stay with its visitors forever. However, such memories are not exclusively created together with 60,000 people in front of the main stage, but also at the craft table of a partner organisation together with six people, when the moment contributes to gaining knowledge.

Festivals are **temporary structures that are ideal for testing solutions, methods and products** on a small scale in "living labs".

- Many festivals are like small towns, with similar needs and infrastructure to real cities, which are set up for a limited time and then taken down again. This can be a few days, a week, like at the Roskilde Festival (Denmark) or even four weeks, like at the Tollwood Festival (Munich). During this period, solutions, products and methods can be tested there, revised for the next edition and then tested again. In the end, solutions, methods and products can emerge that can also be applied on a larger scale (e.g., in the free economy, in cities, etc.). Example: Roskilde Festivals [Circular Lab](#), where young companies can test sustainable products.

Festivals **provide a platform** where individual partner organisations can get to know each other and learn from each other.

- For example: In the NGO area of the Superbloom Festival (Munich) called Your Planet, dozens of organisations on sustainable and social issues stood from booth to booth. Among them were big activist groups like Greenpeace, but also small, local initiatives. The small initiatives could learn how big organisations organise themselves; the big ones could experience how smaller initiatives break the routines of the big ones with innovative ideas.

Festivals **create networks** that outlast the festival days.

- By selecting and presenting different partner organisations at their event, festivals connect their partners and create networks that last beyond the event.

At festivals, organisations **receive immediate feedback** on their activities from their interlocutors.

- During interactions with the audience, partner organisations can get in touch directly with the visitors. Their feedback is also direct and immediate: you are face to face, you can actively ask the participants about certain things and thus also receive qualitative feedback.

Festivals can also serve as multipliers away from the actual event.

- In the framework communication around a festival, be it social media, programme booklet etc., festivals can be an information platform also in the time after the event, through which visitors but also non-visitors can inform themselves.

Weaknesses

The programme at festivals is packed both in sounds and visuals, and the **competition between providers is fierce.**

- Keyword sensory overload: It can be difficult for organisations to present themselves in such a way that they stand out from the mass of offerings and get through to the visitors.

Programme capacity at festivals is limited. Not every organisation will necessarily get the attention it may deserve.

- With the abundance of organisations present at festivals, it can be difficult to find a balance: As a festival organiser, who do you give an extra opportunity to present themselves in addition to their stand? Whom do you invite to a talk format on stage? When many great projects with important concerns come together, it is difficult to decide which one "deserves" to be shown more.

NGO areas are tied to a location – organisations only reach those who go there.

- Depending on where an NGO area is located, organisations run the risk of being marginalised. Only visitors who are already looking for experiences away from music or a specific theme may go there. A particular stand may only be visited by people who are already close to the theme represented there.

Different specifications of the festival limit partner organisations in their creativity.

- At festivals, there are specifications, rules and restrictions on the part of the festival production to which partner organisations must adhere. Some, such as security requirements, are legally binding; others, such as a no-flyer policy, are meant to avoid waste and thus contribute to more sustainability; still, others, such as design requirements, are meant to ensure an appealing image in the style of the festival. It is, therefore, possible that organisations cannot transfer projects from outside 1:1 to the festival setting.

One cannot predict with certainty whether a planned interaction with the audience will work well.

- Not all ideas for audience interaction look good on paperwork in reality, for example, because the interaction is too awkward or takes too long. This can lead to an organisation feeling that no one is interested in its cause, especially if things are going better at the

neighbouring stand.

Long-lasting effects: It is difficult to assess/measure what visitors retain and take home from an interaction with an organisation.

- A festival is a closed system. Even if visitors participate well on-site, there is no guarantee that they will internalise the desired message. (What happens at the festival stays at the festival?!) A real follow-up is not possible because it is difficult to reach the participants again afterwards.

Festivals are usually **commercial places** where various partners want to make money, which **limits the possibilities of non-profit organisations**.

- Festivals have to generate income, which means that partner organisations are not allowed to do certain things. For example: giving out free water ice while the ice cream stands around the corner is trying to make money selling ice cream is not possible: the ice cream vendor has, in turn, paid money for the licence to sell ice cream on site.

Opportunities

Festivals offer organisations the chance to **reach more people in one go** than they would in the rest of the year combined.

People go to festivals to **experience new things**.

- Besides the line-up, new experiences and being surprised are reasons to visit a festival. The communication hurdles for organisations and visitors are much lower than in everyday life.

Festivals offer the opportunity to **interact with the audience in more ways than just by imparting knowledge**.

- Informing visitors is only the first step. Working with them is the next. Messages can be more firmly anchored, and the likelihood increases that participants will take them into their everyday lives.

There is still **a lot of untapped potential** in how to develop partnerships between festivals and organisations.

- Because of how festival production works, NGOs are often tied to one location. But what about walking acts instead/additionally? These have the advantage of being able to reach visitors everywhere. Or how about giving the main stage to an organisation during the break between the two acts?

NGOs can help festivals to **communicate certain values** that they both hold.

- Sustainability, inclusion, LGBTQ: NGOs often know much more about certain topics than festivals – they can use this to their advantage and, at the same time, strengthen the organisations' cause and send a message to the audience.

Festivals are **spaces where you are also allowed to fail**.

- Festivals are ideal as "living labs". You can try out what goes down well with the audience, how you can best convey knowledge, and how you can make information stands even better to inform people effectively and efficiently. If the interaction with the public does not go as well as hoped in the first year, there is nothing to stop you from evaluating the project, revising it and coming back with a better version in the second year. It is possible to learn from mistakes without being punished immediately, as in the free economy, for example, through loss of sales.

At festivals, not only the festival makers and organisations but also the visitors can try themselves out.

- Similar projects to the climate camps are already taking place at festivals: In [climate camps](#), participants can live a sustainable utopia for four days by trying to be as minimalist and sustainable as possible in everything they do. There, they are responsible for everything they do and leave behind. For example, they have to keep the sanitary area clean, cook food, live self-sufficiently, and come into contact with renewable energies. Trying something out and experiencing it yourself for four days increases the likelihood of taking something from it into your everyday life. The participants could see: "It is possible here; maybe I can also tackle it step by step in my daily life".

Festivals are **good places for NGOs to get young people interested in their work**.

- Right now, due to the COVID-19 pandemic, many young people are still relatively blank slates. Several years without festivals and other leisure activities offer not only risks but also opportunities: voluntary organisations now have the chance to motivate young people who are not yet completely overloaded with leisure activities to get involved in their cause.

Digitalisation offers festivals and partners opportunities to further develop volunteer work.

- Anyone can do Wheel of Fortune. How about VR glasses and the like instead? Organisations can use festivals as a playground for themselves.

With a smart idea and a simple call to action, organisations can achieve great things with the help of festivals.

- For example, at some festivals, visitors can donate their cup deposits to the non-profit organisation Viva con Agua. The simple call-to-action ("Donate your deposit!") invites visitors to become active in the simplest way. One euro per cup can quickly become a five- to six-figure sum per event. Viva con Agua uses the money to finance drinking water and sanitation projects in developing countries. In sum, even a single euro each from the cup deposit has already enabled a digger to [drill wells in Ethiopia](#). However, this scale does not always have to be reached; even in smaller projects, a lot can be achieved with a smart call to action.

Organisations can **add real value** to a festival's programme and benefit themselves at the same time.

- Organisations can contribute their expertise but also get something out of the festival experience themselves. Maybe NGOs even offer some form of service, e.g., providing drinking water during times of extreme heat at campsites or support for people who are not mobile.

The great offer at festivals **can inspire other organisations and festivals**.

- If there are organisations in an NGO area with particularly good projects, this can be an incentive for other organisations and festivals to also get involved at this level.

Non-profit festivals can **directly sponsor social causes** and organisations with their income.

- Even if festival organisers cannot invite all NGOs to their festival, they can choose to donate parts of their income to NGOs. Events like Roskilde Festival even donate all remaining income after costs have been covered.

Threats

It is difficult to make a "fair" selection of organisations at a festival.

- There are no overarching rules that festival organisers can use to assess which NGOs they give space to. It is also not always clear to what extent they can see the content of an organisation. Furthermore, there is a risk that festival organisers unconsciously limit information because they are ignorant about a certain topic themselves.

The **high level of competition** at festivals can lead to frustration among participating organisations.

- If there are organisations with particularly good projects in an NGO area, this can be a risk because it is very unlikely that all 50 projects in the area are equally good. There may be competitive pressure or frustration among the organisations if they do not have as good ideas as their neighbouring stands. This can lead to a feeling among their members that they (supposedly) cannot keep up.

Festivals usually **do not offer a permanent infrastructure**, such as exhibition halls.

- Especially when they take place in the countryside. #powerfailure: digital solutions can be more difficult to implement as a result. In case something goes wrong, organisations need to prepare an alternative.

If you invite organisations randomly without a **well-thought-out concept**, the likelihood is that the experience will be a bad one for everyone involved.

- If festivals do not consider in advance what values they want to showcase in their NGO space and especially why, the experience there can quickly become confusing rather than inspiring. Similarly, if festivals do not share information about their target group/audience

with their partner organisations, they run the risk of not being able to assess what can and cannot work.

If partner organisations appear **without a specific intention**, their interaction runs the risk of being trivial or not working.

- Festivals and NGOs should think about what they want to achieve beforehand so that the NGO area does not become a ghost town. What should be the goal for people coming to the stand? E.g., Are they supposed to develop more awareness of climate issues, are they supposed to participate in a climate strike, or are they supposed to become activists themselves?

NGOs should not be abused as free labour.

- Festivals cannot replace developing and communicating their awareness concept by inviting NGOs on queerness and inclusion. This work has to be done by the festival itself. They can bring in NGOs for advice, but in this case, the organisations should be paid for their educational work. It is a good idea to invite organisations to represent such issues as they see fit but not to do the unpaid work of informing festival-goers about the festival's awareness concept.

Inviting many sustainable and social organisations to the **festival can quickly become green and social washing** if the festival production is not designed according to similar values.

- If you invite many sustainable and social organisations to your festival, you can easily give the impression that the whole festival is sustainable and socially minded. However, if the festival does not also act sustainably and socially in its organisation, it can quickly become green and social washing. A festival should correspond to what it presents in its NGO area or not falsely claim the positive outputs and good reputation of NGOs.

Target-oriented communication with festival-goers can be difficult due to fatigue from lack of sleep, alcohol and drug consumption or simply an escape from everyday life.

- Compared to information stands in city centres, for example, communication with the festival audience can be much more emotionalised and sometimes less complex than desired.

Especially with older festivals, there is a **danger that routines become ingrained**, thwarting the innovative spirit of young organisers.

04

FUSION ALLIANCE
ACTION PLAN



04 | FUSION ALLIANCE ACTION PLAN

An **Action Plan** is a list of key tasks that need to be undertaken to achieve a particular goal or bring about a particular change. Action plans differ from to-do lists because they focus on a single goal. An action plan states what needs to be done, by when and by whom.

Action planning is the process used to develop an action plan. It includes identifying the issue or problem clearly, developing specific and measurable actions, involving others and clarifying responsibilities.

Strategic Fusion Alliances Action Plans are formed so that Alliance members can achieve their objectives and benefit from an Alliance as a collective. It is designed so that all members can follow a sequence of steps and activities to ensure the success of a project. The result is that all beneficiaries will receive added value, understand and take responsibility, have a role, pool complementary resources, and generate collective impact for their organisations, regions, and the recipients (youth).

In our ERASMUS+ funded project, Alliances were formed to support the work of the Transnational partners within a localised context and, in particular, to advise on the development of this Guide (Intellectual Output 1), to pilot Alliance formation, identify and agree on actions within the local region, which can be delivered to have local impact and underpin the future sustainability of the project and to assist with the dissemination of the key outputs of the programme.

What is Action Planning?

When two or three people/organisations or a larger group meet together to discuss a problem or an issue they have identified, it is because they have decided that something needs to change. Similarly, a key part of the FUSION Alliances is the development of an Action Plan where members come together to work together because they have decided they want to see something change and can think about how this change should be made. The change FUSION Alliances want to initiate and activate how to use festivals as social innovation incubators for youth education. Alliance members come together to investigate exactly what needs to change to make this happen and how and who can make the change happen. When we think about these things, whether we know it or not, we start making plans. As humans, we do this informally all the time. When something is of particular importance, then we can think about the actions we want to take in a more structured way. This is the process of developing actions - called action planning.

Ten Characteristics of a Good Action Plan

The Action Plan is designed to provide an overview of the activities conducted throughout the Alliance and sketches the main activities and outcomes. It also outlines the concrete steps the Alliance will take to foster FUSION collaboration with all key stakeholders and the activation of a festival project. Finally, the plan includes the calendar of all Alliance activities planned.

The Action Plan should be developed based on feedback and input from Alliance members, which is collected through the meetings, evaluation surveys, questions, SWOT Analysis etc., and in collaboration with other necessary experts and stakeholders representing the diversity and needs of the Alliance objectives. Each Action Plan depends on the scale and complexity of the change to be achieved. However, the following characteristics are important in all action plans.

1. There is a single, clearly defined objective.
2. The timescales are realistic.
3. The plan is informed by the past but focused on the future.
4. The plan takes into account external factors and constraints.
5. The tasks in the plan all contribute to the same objective.
6. The plan does not include anything unnecessary for the achievement of the objective.
7. The plan is sufficiently detailed for its purpose.
8. Responsibility for who does what is completely clear.
9. The measures in the plan are clearly aligned with success.
10. The plan is revisited and updated at appropriate intervals.

The Importance of the Alliance Action Plan

The FUSION Alliance Action Plan is very beneficial for multiple reasons;

- ❖ **It provides an opportunity for reflection and understanding the potential of a FUSION Alliance.** Before beginning something, it is helpful to think about what has happened before, what actions have brought about success or partial success and what actions have not helped. It is also good to then discuss and understand the development of festival potential based on these reflection priorities.
- ❖ **It brings Alliance members together.** Action planning can bring together Alliance members who are knowledgeable in key FUSION areas (experts), individuals who are experiencing the problem and stand to benefit from the change (beneficiaries), and individuals who can

contribute to the FUSION Alliance (resources). In many cases, a person can have more than one of these roles.

- ❖ **It clarifies the FUSION Alliance objective(s).** It is often assumed that if a group of people come together to create an action plan, they will have the same objective, but that is usually not the case. The Action Plan emphasises that the FUSION Alliance's objective is to use the potential of a festival as a social innovation incubator for young people. The action planning provides the opportunity to clarify exactly what this will look like for everyone involved.
- ❖ **It builds consensus.** Just as consensus on the objective can be achieved, consensus on priorities can also be achieved through the action planning process. Everyone involved can contribute their ideas, and gradually, through discussion, negotiation and compromise, the most important actions will emerge.
- ❖ **It creates ownership and accountability.** When people are involved in developing an action plan, they are more likely to contribute realistic suggestions that are often things they have some influence over. The involvement process creates a sense of individual and collective ownership of the action plan. This ownership allows for tasks to be allocated to different people, creating accountability. Individuals who are assigned tasks know they are responsible for these and that they will need to report progress at agreed intervals.
- ❖ **It clarifies timescales.** Setting out all the tasks that need to be done to achieve a particular objective and making decisions about how much resource is available for each task allows for a realistic assessment of how long the overall action plan will take. Every action in an action plan should have a clear completion date.
- ❖ **It identifies measures of success.** Measures of success are like stepping stones towards the larger objective – an Alliance project. It provides a way of measuring progress towards that goal. For example, if an objective is to tackle climate change, the Action Plan identifies each of the steps and KPIs needed to be measured to ensure it achieves its aim and contributes to Climate Justice, e.g., engagement of Climate Change speakers, activities, actions, educational facilitation, installations, presentations etc.

How to Develop Your Action Plan - The Seven Steps of Action Planning

Developing an action plan means turning ideas raised during the Alliance meetings into strategic planning or evaluation into reality. It means identifying the steps that need to be taken to achieve the Alliance's aims and objectives. The lead/organiser should develop the action plan in consultation with Alliance members.

In our experience, it is important to establish an **agreed and formal structure for the Alliance,**

whereby there is a lead partner chairing meetings and coordinating the activities of the Alliance. This is done from the outset of the development of a FUSION Alliance Action Plan; the Alliance lead **needs to drive forward and manage the level of commitment** that will be required from the members.

An action plan consists of **seven steps**: setting objectives, assessing the objectives, identifying action required to meet the objectives, working out how to evaluate the activity, agreeing with a time frame for action, identifying resources (human, financial and technical), finalising the plan, and evaluating the results.

Action Plans allow members and stakeholders such as local social innovation organisations, youth, educators, festivals, local authorities, community organisations and other **partners to work together to identify risks, assess the current response and coordinate action**. The Action Plan sets a **vision** for an active network of FUSION-focused members. They can **develop their approach together, plan and promote FUSION Social Innovation and grow together**. It is the **menu of actions** designed to build awareness around social innovation education for youth and embeds it into communities using festival platforms. **The Action Plans allow information to be circulated and shared, enabling partners to learn from each other, make effective use of available funds and other resources, and avoid duplication.**

It is advised to **refer to the [FUSION Toolbox](#)** before conducting this exercise.

Actions

The actions are the specific steps that need to be taken to deliver the strategy, which in turn achieves the objectives to deliver on the mission. The Alliances should develop an action plan relevant to the specific needs and opportunities in their region. They should clearly outline the what/who/when aspects of the work:

- ❖ What is the action, and how it relates to the objective?
- ❖ How will it happen?
- ❖ Who is responsible for making it happen?
- ❖ When will it be completed?

In addition to the What/Who/When elements of the action plan, the plan will also need to clarify what **resources are required**, what resources are **available**, what the **perceived or actual barriers are to delivering the actions**, and if **any other organisations or people could collaborate** to deliver or facilitate delivery of the plan. In the FUSION project, each Alliance is recommended to publish and share their action plan and results publically to promote FUSION project objectives to other similar potential Alliances. See the FUSION website to see how the FUSION partners have done this. Further details of the actions developed and progressed by the Alliance are outlined later in this document.

Strategies or Programmes - that are included in the Action Plan

The strategies or programmes are the mechanisms that will be adopted by the Alliance to achieve its objectives. In developing the strategy, it is about identifying the Alliance's Mission, Vision and how it will achieve its objectives, what resources it will require (people, money, connections/influence, materials, etc.), what the timeframe will be and what structure will be adopted to deliver the strategy. In a FUSION Alliance, it should be decided who will lead the coordination and consider the resources required to develop and deliver the Alliance Action Plan. Further meetings will continue to monitor the Action Plan progress and build further on the actions to deliver the work of the Alliance.

1 Set the FUSION Objectives

In all action planning, the most important point to consider at the start of the process is the objectives. What is the change you are trying to make? The Alliance needs to identify clear objectives that will guide your work to achieve an Alliance project. Objectives need to be achievable - do not be over-ambitious. They need to be measurable (for example, a certain number of activities carried out within a certain period) so that you can know whether you have achieved them. Alliance members need to ask themselves;

- What do we want to achieve?
- **Example of an aim:** To educate youth on how to tackle social innovation challenges and issues such as climate change, inclusivity, poverty or activism
- **Example of an objective:** To activate a Festival as a social innovation incubator for youth so that they can learn, share and participate in solving the climate change problem (doesn't have to be just one social innovation challenge) using social innovation approaches

An objective can be defined as the specific result, goal or change you want to achieve. It is important to develop SMART objectives:

Specific: The objective should be well-defined and clearly understood by anyone with a basic knowledge of FUSION and its objectives.

Measurable: It must be possible to know with certainty if and when the goal has been achieved.

Achievable: There must be agreement amongst all the Alliance members involved that the goal is within reach.

Realistic: There needs to be sufficient knowledge, skills, resources and time to achieve the Alliance objective(s).

Timely: There should be enough time to achieve the objective with the resources that are available and a clear endpoint (an Alliance project).

S - Specific

Specific goals are clear and focused, not broad, ambiguous, or general. Specific goals provide specific information on the behaviours that are associated with the goal. These goals indicate who will do what, when and how.

Example of a goal that is not specific - "The Alliance will organise a festival-related project to combat inclusivity."

Example of a specific goal - "The Alliance will organise a festival-related project that will combat inclusivity by educating youth about how to be socially innovative using a festival platform by engaging in themed talks, inviting guest speakers, creating open spaces for networking, organising inspiring installations and creative activities on May 1st 2024 in x location. The project will involve theme-related musicians, food, entertainment or design features. It will be conducted over a duration of 2 days.

M - Measurable

Measurable goals provide a measurable indicator of success so that it becomes easy to monitor progress and determine when success has been attained. Measurements of success may be quantified with numbers or a simple yes/no determination.

Example of a goal that is not measurable - "The project will attract youth from across x region."

Example of a measurable goal - "The Alliance project will impact at least 150 youth but no more than 200 youth; there will be one social innovation educator for every ten youth'.

A - Achievable

Achievable goals are realistic and well within the abilities, responsibilities and resources of the management and staff. This does not mean that goals must be easy to achieve. Every effort should be made to reach a higher level of performance. Sometimes "stretch" goals can encourage someone to step out of their comfort zone and tackle tasks in a new, challenging, yet achievable way that results in overall improvement for the operation.

Example of a goal that is not achievable - Tickets for the festival will be €150 per person per day

but access to the NGO area will be free for everyone.

Example of an achievable goal - "There will be a defined amount of price-reduced tickets for youth without the means to pay for the festival tickets.

R - Relevant

A relevant goal is appropriate to a person who will be attempting to achieve it and to the overall goals and objectives of their organisation and target groups.

An example of a goal that is not relevant – is "To focus on entertainment as the main part of the project" This goal is easy enough to measure and achieve but doesn't activate the social innovation and education potential.

Example of a relevant goal - "Entertainment and themes will be used in a fun way that helps to convey the message. We are focussing on climate justice."

T - Timely

The attainment of a goal should not be open-ended but set for a specific time. As much as possible, the exact date the goal is to be achieved should be determined. When a goal has a deadline, it provides a measurable point and speeds progress toward critical goals. Employees will generally put more emphasis on goals that have specific deadlines than on those for which no time for measurement has been established.

Example of a goal that is not timely - "We will do all project tasks within the last four weeks lead up."

Example of a timely goal - "Entertainers, speakers, and young social innovation influencers will be booked six months in advance, recruitment of volunteers will start 4 months prior, publication, promotion, and marketing will be discussed with the festival in advance."

The further assessment questions below can guide the development of the objective and help to determine whether or not the objective is achievable. It may result in confirming the objective, abandoning it or revising it. Members should further investigate;

- What is the **social innovation challenge** you are trying to tackle? Who are your **target audiences**? How will you incorporate an **educational element**?
- Is the **objective compatible** with the Alliance member's aims and objectives?
- Are the **necessary resources** (funds, equipment, staff) available to reach this objective? If not, are they obtainable?
- What **problems might arise** in working to achieve this objective?

- **Example of resources needed to carry out the objective:** staff time, volunteers, staging, entertainment, expertise, collateral, marketing, equipment, facilities, social innovation installations and recruitment measures.
- **Example of revised objective:** To source equipment and social innovation installations and expertise from external sources if it is not available within the Alliance.

2. Identify the Actions Required To Achieve The Objective

A series of tasks need to be identified for the objectives to be achieved. List these as steps. Members should consider the following;

- What tasks are necessary, in what order, to meet the objective
- *Examples:*
 1. Plan the **program**, the **social innovation challenges** that are going to be tackled and relevant installations required, their sourcing and logistics, educational supports and expertise needed, duration of the event, and recruitment of volunteers.
 2. Calculate **costs and staff time**, and make sure that funds and time are available.
 3. Allocate **responsibilities**
 4. Gather **information and expertise** to develop the Alliance project
 5. Request **permission** from the venue, organisations involved, security, council etc.
 6. Recruit attendees/youth to the festival project (how, who, when, where etc.)

3. Develop Your Vision and Mission Statement

The Vision is a clear statement of what you want to achieve through the work of your FUSION Alliance. This enables stakeholders to commit to this shared vision and hence provides a focus for the Alliance.

Develop Your Mission Statement

The mission is the stated purpose of the Alliance. A mission statement is defined as an action-based statement that declares the purpose of an organisation and how they serve its recipients. This sometimes includes a description of the company, what it does, and its objectives. A mission statement is a summary of the company or organisation's purpose.

4. Work Out How To Evaluate The Activity

Plans for finding out how far the activity has achieved its objectives need to be built into the action plan. Ask yourself:

- How will we know whether we have achieved our objectives
- *Example:*
 - Research the potential sourcing of young social innovation activities, installations, performances etc.

A well-designed monitoring method will help Alliance members to determine if the action plan needs to be improved. This should involve **incorporating plans for evaluation as a separate action in your action plan**. This is a good check-in exercise to assess if any problems need to be sorted and how the objective is progressing.

The team should not spend much time going over numerous data sets. **They should have simple spreadsheets or graphs that tell how well the action plan is working and move on to bigger problems.** Most teams need a short list of key parameters related to the goals that they follow at each meeting.

At each Alliance team meeting, the team should receive an update on the progress towards meeting the Action Plan goals, including any difficulties encountered or benefits received. Printed reports, summaries and spreadsheets speed up the work of the team and help track progress. As time passes and situations change, the team will need to reevaluate individual goals and action steps as well as eliminate any that are no longer necessary. Add new goals as the need arises.

Preferably each person should be assigned to manage an area, e.g., someone in charge of recruiting volunteers, someone in charge of logistics, design, entertainment, accommodation etc. Each should report back their status, challenges and opportunities so the Alliance can facilitate and assist.

1. *Example* Plan the content and themes of the Alliance project and what you want to achieve, then assess your objectives in **evaluation forms**, and decide how to distribute and gain the feedback. Consider exactly how you want to evaluate the project and how (online, preferably).
2. Calculate costs and human resources needed, and make sure that funds and time are available.
3. Allocate evaluation responsibilities and activate evaluation feedback

5. Agree on A Time Frame

As you identify each task, work out how long it will take and when it needs to be done. This will help you to see whether your action plan is on schedule or whether you need to modify the schedule. Members should ask:

- What is the actual time required for each task? (Be careful not to under-estimate)

- When will each step be completed?

6. Assess The Success of the Implementation of the Action Plan

Ask members

- How will you know whether the **individual tasks have been achieved**?
- Do members have all they **need, or are there gaps** that need to be addressed?
- Have you allowed for **possible interruptions**?
- Have you tried to **do too much or too little**?

An action plan must be realistic if it is to work. It is easy to overestimate what you can do, leading to disappointment and failure. For example:

1. Social innovation installations, entertainment, design or environments that you had planned to include in the Alliance project may not be available or need a certain time frame to accommodate logistics. Can you substitute something else, source from somewhere else, or will you need to arrange for a different date to hold your project to allow enough time to accommodate all needs?
2. Can staff be available? Will the project clash with existing organisational dates or holidays?

7. Finalise The Action Plan

Revise the action plan. Obtain feedback and comments from Alliance members and experts if needed, and revise it again if necessary.

Action	Responsible	Priority	Status	Start	End	Notes
1						
2						
3						

05

**FUTURE
SUSTAINABILITY**



05 | FUTURE SUSTAINABILITY

Make the Best Future Use of the Alliance and the Support it Provides

Alliances need to understand and make the best use of existing Alliance collaborations and networks of support as these could prove very helpful in several ways, including reaching certain youth and educators and alleviating the negative impacts of social innovation challenges.

See what the FUSION Alliances partners teamed up to achieve, the ideas they came up with and explore how they achieved this in their Alliance Reports

Actively Engage Members In Alliance Actions And Activities

It can help to find some specific actions or activities to ensure existing and other potential members, educators, staff, local government, youth, festivals, councils, and other partners can be actively involved in the Alliance. Try to alleviate and overcome challenges faced so that you can successfully engage in future potential FUSION Alliances and projects.

See what the FUSION Alliances partners teamed up to overcome challenges and opportunities and how they overcame the challenges and explored the opportunities as a result of the Alliances, e.g., political measures, funding, integration of local government, advice and knowledge gained Alliance Reports

Ensure Activities Are Realistic And Sustainable

Alliances should reflect on the scope of their alliance's work to ensure activities are realistic and sustainable. Part of this exercise includes understanding the potential of a festival that integrates social innovation and youth education. Understanding how such festivals can work in their favour within their resources and objectives to reach optimal potential. See Alliance Reports

Offer Alliances In An Empowering Accessible, Flexible Way

It continues to be important to offer FUSION Alliances in an empowering, accessible, open and flexible way. Alliance members should ensure they are empowering, accessible and flexible, which leads to a more powerful collaboration and participatory model. Integrating certain formats, workshops, sessions, networking or community events all benefit accessibility to each target group. This is how essential information can be provided and presented to key target groups so they can feel welcomed and included and provide input and gain benefits.

Recognise and Respond To Future Social Innovation Challenges

Social innovation challenges must be recognised and responded to in a targeted way. One example is how they can be used in different regions, communities and areas, e.g., cities or rural areas have different social innovation challenges, and the Alliance needs to understand how they can respond appropriately.

How Alliances Can Remain Sustainable

How can the Alliances remain sustainable based on the challenges they faced and continue to face? It is important to tackle each potential challenge and opportunity presented. Alliances can face long-term sustainable opportunities such as funding, resources, recruitment etc., and challenges, e.g., solutions, alternatives, substitutions, sources and innovative approaches. See Alliance Reports

FUSION Project Key Links	
FUSION Official Website	https://fusion-project.com/
Guide	https://fusion-project.com/fusion-guide/
Toolbox	https://toolbox.fusion-project.com/
Alliances	https://alliance.fusion-project.com/
Partners	https://fusion-project.com/fusion-guide/#team
Facebook	https://www.facebook.com/festivalsforsocialinnovation



Canice Consulting

United Kingdom

We are about Web design and Education



BackSlash

Spain

We are about Supporting Youth and Promoting values



YOUROPE

International

We are a festival association and about knowledge exchange

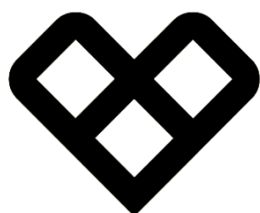


istanbul ekonomi araştırma

Istanbul Economic Research

Turkey

We are about research and consulting



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We are about Festivals and Social awareness



Momentum Consulting

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Denmark

We are about Non-profit festivals and Youth work



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