



FUSION ALLIANCES

Guide & Action Plan (SPAIN)

Based on experiences of FUSION Alliances

(Germany, Ireland, Denmark, Spain) April 2023

2023
Alliances Report & Action
Plan

By
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www.fusion-project.com



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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 realize 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 realize 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/organizations 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 organizations to collaborate and unlock their potential for social innovation by providing them with a tailored suite of resources. These include a good-practice guide with festival initiatives from across Europe, a toolbox for developing social, innovative projects at festivals, Online Educational Resources, as well as 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

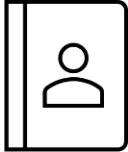

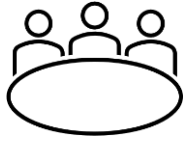
FUSION Project is a pan-European, EU-funded project with partners from six different countries. The FUSION team combines expertise on social innovation, youth work, and festival life – topics that go together much better than you would expect.

German Alliance Partner, [Take a Stand](#)
 Danish Alliance Partner, [Roskilde Festival](#)
 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 that 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>Is full of good-practice examples of innovative projects from festivals that give you inspiration about young social innovation education at live events.</p>	<p>Guides through the project development process in 8 stages and incorporates multiple social innovation and educational tools that help festivals, youth organizations, and young people collaborate and start their own social innovation educational projects.</p>	<p>Connects festivals, youth (events) organizations, social innovators, educators 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

<p>FUSION Official Website</p>	<p>https://fusion-project.com/</p>
<p>Guide</p>	<p>https://fusion-project.com/fusion-guide/</p>

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 organizations, which would be difficult to achieve independently. Alliance goals include ensuring that partners are fully engaged in the potential of FUSION projects and work 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, to encourage them to continue to add 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 organizations so that they can realize 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 to unlock 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 festivals. They can encompass those

- ❖ **involved** in or who 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**.
- ❖ who are 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 their 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 FUSION **design solutions**.
- ❖ Learn how to **collaborate, plan, problem-solve, and communicate** under the FUSION banner.
- ❖ Bring **FUSION 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 & Start with the End in Mind!

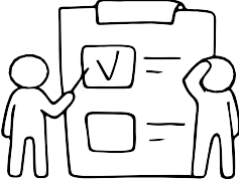


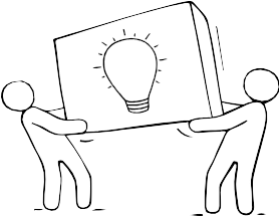


What you want to achieve in the end, you should gear towards your agenda’s key objectives, SWOT Analysis and Action List – like a wish list or vision of your Alliance. All members should agree with the approach, purpose, tone, pitch, and objectives of the Alliance and the meetings should follow suit. 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

- ❖ **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, Project Development</i></p>	<p>1 SWOT Analysis <i>Assessing the Strengths, Weaknesses, Opportunities and Threats for the potential of festivals as platforms for social innovation (Social Innovation, Youth, Education, and a Festival as the educational platform)</i></p>
		

<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>
		
		
<p>Meeting 1 Meet, Greet and Share</p>	<p>Meeting 2 Interaction of Great Minds</p>	<p>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 	<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 project. 	<ul style="list-style-type: none"> ❖ This meeting will discuss further the activation of a potential FUSION Alliance project. ❖ Develop implementation and Action Plan further to activate a FUSION project. ❖ Decide who needs to be involved, is there anyone missing or needs to be recruited

<p>project guide, toolbox and the Alliances.</p> <ul style="list-style-type: none"> ❖ 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"> ❖ Extend the partnership if possible. ❖ Discuss how to future communicate and collaborate for future meetings. ❖ Decide on the Alliance project 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"> ❖ The roles, and responsibilities of different members from education, youth, social innovation etc. ❖ The longevity of the Alliance will also be discussed.
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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 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 to bring 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 good practice, winning advice, and experiences.</i></p>
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<p>Assess the Potential and Create an Alliance Project</p> <p>by organising a regular formal meeting structure so Alliance members can actively and collectively develop a FUSION-themed project.</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 European festivals 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 project 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. It is always good to get inspired by existing festivals in your country that already apply ideas similar to FUSION and get to meet and learn from them. Make experiential visits as part of your Alliance by attending other 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 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 organizations, 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 project 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><i>Build more capacity and mobilization 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</i></p>

<p>Educate young people across Europe on how to activate social innovation initiatives using festivals as a strategic platform.</p>	<p><i>mobilized 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 organizations so that together they feel connected to sustainable social innovation via a regional impact ecosystem (FUSION Alliance and project.)</i></p> <p><i>Build on and merge social innovation, festival, and education design solutions that tackle youth disengagement.</i></p>
<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.</p>	<p><i>Further create and build on the existing Alliance resources by providing a further dedicated set of customized 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.</i></p> <p><i>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 according to the FUSION ideals in their organisations and regions. These concrete actions will act as guidelines for FUSION longevity.</i></p> <p><i>Build on the potential of FUSION Alliance projects 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.</i></p>

FUSION ALLIANCE ACTION PLANS

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 project 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. FUSION Project partners developed four Alliances, which consisted of a series of each partner conducting **3 key meetings and 1 final meeting with a public FUSION wrap-up event**, in particular to promote and advise on the development of the project resources and pilot Alliance formation. The Alliances identified and agree on actions within their local regions that could deliver local social impact to their target audiences through festivals and underpin the future longevity of similar projects.

The Alliances formed sustainable collaborations within the fabric of their communities, some extended to the regional level and some with national impact. At their core, Alliance members have been enabled to ensure new young social innovators of tomorrow and supportive organisations can find an innovative environment via festivals to develop their social innovation initiatives.



FUSION

FESTIVALS AS SOCIAL INNOVATION INCUBATORS

SPANISH ALLIANCE ACTION PLAN

2023
Action Plan

By
BackSlash, Spain

www.fusion-project.com

1. Getting ready

Preparing and setting up the FUSION Spain Alliance

1.1 Pre-Alliance process:

- Development of supporting resources (e.g. [FUSION Guide](#) + [FUSION Toolbox](#)).
- Creation of a [website](#)
- Realisation of first-hand experiences on social innovation in festivals at the [Roskilde Festival 2022 partner meeting](#).

1.2 Define a purpose for the FUSION Spain Alliance:

To describe and define the potential of festivals as platforms for social innovation by examining it from different perspectives.

1.3 Define the focus areas (in our case, according to the project description):

- Education
- Social innovation
- Festivals
- Youth work

1.4 Define the framework:

According to the FUSION project outline: 4 Alliance Meetings, online or face-to-face (the 4th meeting was the FUSION Multiplier Event, where the results of the Alliance were presented to the public).

1.5 Recruit participants

Recruit participants from the four focus areas. Either by asking people in your network informally or by inviting people with whom you do not have a strong connection, but who you think would be a good fit for the alliance.

[List of participating entities and persons](#)

1.6 Meetings: set dates.

- **1st Meeting (23 February 2023)** - international, with participants from the 4 FUSION Alliances, and therefore online. Language: English
- **2nd Meeting (24 March 2023)** - online meeting and in Spanish because the participants were all at regional level in Spain.
- **3rd Meeting (31 March 2023)** - same as the previous one.
- **4th Meeting (5 May 2023)** - the FUSION multiplier event in Spanish.

Alliance Meeting No.1

(23 February 2023, from 16.00 to 17.30 hours)

Meet the peers

- [Meeting Agenda](#) was set with the whole FUSION team
- Meeting goal: setting the stage, bringing people onto the same level of information
- Sending personal invitation, e.g., with [Eventbrite registration](#)
- Introduction of the project/the resources (see presentations on [social innovation](#), [FUSION Guide](#), [FUSION Toolbox](#), [FUSION Alliances](#))
- Short introduction of participants only in the chat (to save time due to high number of participants and limited time)
- Interactive component, e.g., through [Mentimeter](#) to integrate participants early on (see [presentation](#))
- Present all four dimensions (education, social innovation, youth work and festivals); catch participants' attention with interesting good-practice examples
- See results: [Results from interactive Mentimeter presentation](#)
- Record meeting for people who can't attend (watch it here: [YouTube](#))

Alliance Meeting No. 2

(24 March 2023, from 16.00 to 17.30 hours)

SWOT analysis

- [Agenda](#)
- Sending of the personal invitation to the entities for meetings 2 and 3
- Recap of the first international meeting and presentation of new attendees
- SWOT analysis of the reality of the entities and festivals attending the meeting.
- Use dynamics to generate results that we can send to the participants who have not been able to attend this meeting.
- Have someone in charge of taking notes during the whole meeting.

Alliance Meeting No. 3

(31 March 2023, from 16.00 to 17.30 hours)

In search of solutions

- [Agenda](#)
- Based on the SWOT analysis of the previous session, prepare some questions to help guide the discussions if they get stuck during the meeting.
- Summing up and presenting the results of the SWOT analysis
- Workcafe: work in teams on different topics. The teams will go through all the topics where they will discuss and generate possible solutions to the problem.
- Final debate and sharing of possible solutions to the problems detected in the SWOT analysis.
- Send the results of all the meetings to the participants.

Alliance Meeting No. 4

(5 May 2023, 10.00am to 1.00pm)

Spanish Multiplier Event

- [Agenda](#)
- Choose location for a large face-to-face event.
- Invite all entities and individuals involved in the partnerships and others who may be interested in the project's theme and results.
- Invite local authorities for the initial presentation.
- Face-to-face event to present the results of the FUSION project with presentations by the people involved in the Backslash project.
- Generate a space for the participants to intervene to solve doubts and give their contributions.

Next steps

- Send the results of the alliances to interested parties, both festivals and associations that have participated in the meetings and others that have not been able to participate and might be interested in the results and the methodology.
- Disseminate the results of the project with more entities at local and national level.