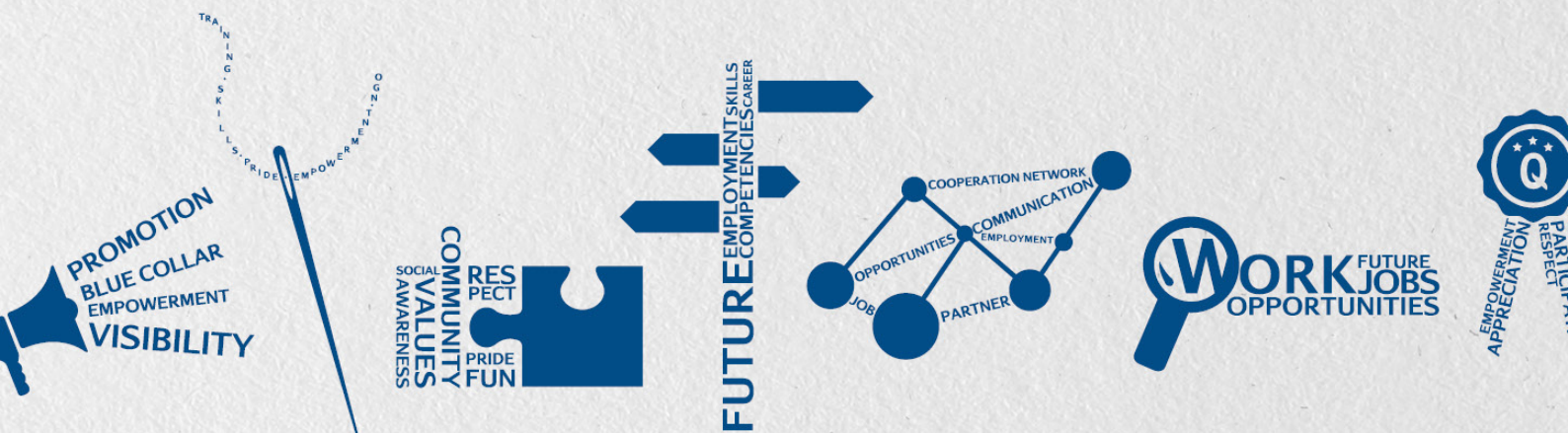




## 7.1 HOW TO ESTABLISH EFFECTIVE PARTNERSHIPS FOR THE PROMOTION OF BLUE COLLAR EMPLOYMENT





# HOW TO ESTABLISH EFFECTIVE PARTNERSHIPS FOR THE PROMOTION OF BLUE COLLAR EMPLOYMENT

## What Is It Useful For

The establishment and maintenance of the right partnerships are important prerequisites to achieve the objectives in terms of promoting Blue Collar employment. Typically, the initiating institution has identified a specific need, but **cannot tackle the required measures on its own**. It will need partners which can help in a broad range of fields (e.g. outreach to the target groups, provision and dissemination of information, awareness raising, technical support and advice, financial support as well as according a positive and trustworthy image to the project) and can help in ensuring sustainability. At the same time, the initiating institution can also look for synergies with partners that are active in similar fields. The tool helps to identify the most suitable partners, how to best establish the partnership and the measures required to maintain it.

## When To Use

The tool should be used in cases where institutions are planning to undertake an initiative aiming at the promotion of Blue Collar employment, but do not have the resources and/or information and/or network and/or knowledge to realise the envisaged objectives on their own and/or are aiming at enhanced sustainability. It can be applied e.g. by NGOs, professional associations, training institutes or companies.

## How Long Does It Take

1-2 months for partner identification and conclusion of partnership agreements

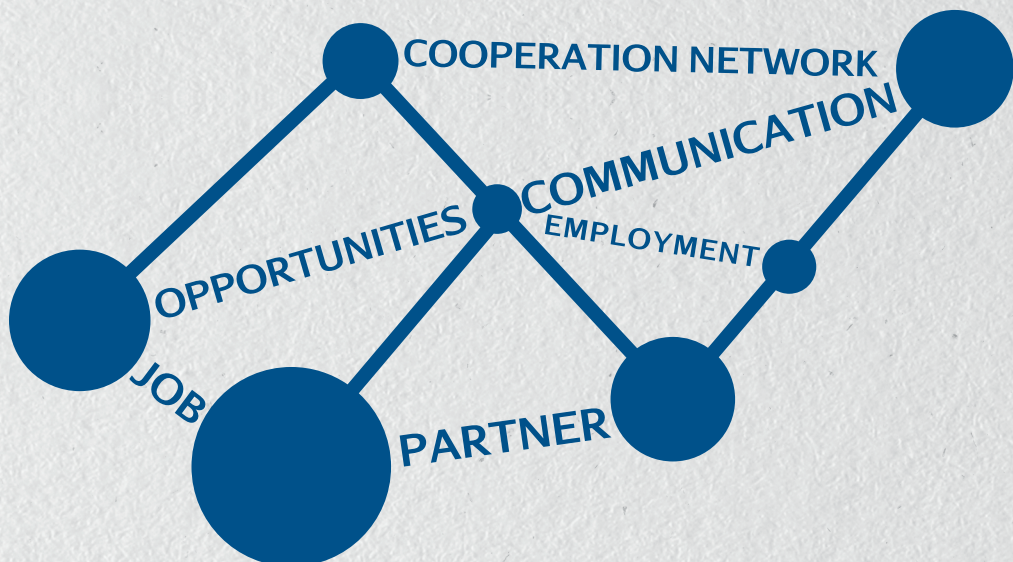
## What Is Needed

One person steering and managing the overall process

## Examples

The approach has been successfully applied in the following fields in Greater Cairo, Egypt:

- National Employment Pact (NEP), an initiative of the Egyptian-German Business Community in cooperation with the German-Arab Chamber of Industry and Commerce (GACIC)
- Logistics / Transportation / Fast Moving Consumer Goods (FMCG)
- Handicraft sector
- Printing and packaging sector
- Cross-cutting campaign “Shoghlana” (see tools [1.3](#), [2.2](#) and [2.3](#))





# WHAT TO DO

In order to achieve the above mentioned objectives, the following steps should be undertaken:

1

## IDENTIFICATION OF NEED FOR COOPERATION AND POTENTIAL FOR SYNERGIES

As a starting point, the initiating institution will need to define for which purpose and scope it would like to include partners in its project. This could cover:

- **Improved outreach** to the target group through partners which have direct access to such groups
- Provision of **technical know-how and advice** required for the design and implementation of the project
- Provision of **information** that help to align the project to actual needs and requirements
- **Dissemination** of project's activities and outcomes to target groups and / or a wider audience
- Enhancement of the **overall image** of the project through reputable partners
- **Financial and in-kind contributions** from partners which have a direct benefit (i.e. the project serves an urgent need) or an indirect benefit (i.e. they contribute to the project for CSR purposes) from the project
- **Creation of synergies** with partners implementing similar activities

2

## IDENTIFICATION OF SUITABLE PARTNERS

Once the actual needs for cooperation and potentials for synergies are clearer, the most suitable partners can be identified. In general, the following types of partners should be taken into consideration:

### NGOs working in the field of employment

- |     |                 |
|-----|-----------------|
| for | - outreach      |
|     | - information   |
|     | - dissemination |
|     | - image         |

### Professional associations in relevant sectors

- |     |                                 |
|-----|---------------------------------|
| for | - outreach                      |
|     | - information                   |
|     | - technical know-how and advice |
|     | - dissemination                 |

### Technical schools and Blue Collar training institutes

- |     |                                 |
|-----|---------------------------------|
| for | - outreach                      |
|     | - information                   |
|     | - technical know-how and advice |
|     | - dissemination                 |

### Marketing agencies

- |     |                                 |
|-----|---------------------------------|
| for | - technical know-how and advice |
|     | - dissemination                 |

### Companies

- |     |                          |
|-----|--------------------------|
| for | - outreach               |
|     | - dissemination          |
|     | - information            |
|     | - image                  |
|     | - financial contribution |

### Development agencies and projects

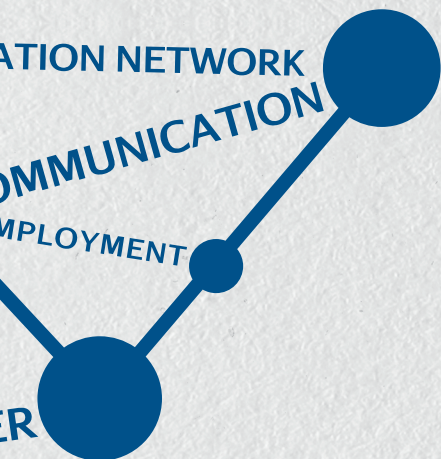
- |     |                                 |
|-----|---------------------------------|
| for | - financial contributions       |
|     | - dissemination                 |
|     | - technical know-how and advice |

### Public authorities

- |     |                 |
|-----|-----------------|
| for | - dissemination |
|-----|-----------------|

The selection of the most suitable partner out of these categories could take place along the following criteria:

- **Location and network** of the partner, as compared to the envisaged target groups
- Suitable **reputation / image** of the partner in line with the desired image of the project
- **Motivation** of the partner to contribute to the project in a short-, medium- and long-term perspective
- **Resources** mobilised by the partner for the project, in terms of human resources, financial contributions and internal know-how
- **Previous experience** in similar initiatives
- **Financial viability**





## WHAT TO DO

In order to achieve the above mentioned objectives, the following steps should be undertaken:

### 3

#### CONCLUSION OF PARTNERSHIP AGREEMENTS

After a list of most suitable partners has been established, they need to be contacted and the joint project needs to be discussed. It is highly recommended to document the outcomes of the negotiation and stipulated contributions in a **partnership agreement** to be signed by all partners. It could include:

- Description of the envisaged **objectives and activities** of the project
- Formulation of **scope** (technically and financially) of the partnership
- Exact **list of contributions** to be provided by the partner, including time schedule
- Potential **prerequisites** to be fulfilled by the initiating institution for the partner's contributions
- Definition of **roles and responsibilities**, contact points
- **Visibility of the partner's contribution** in any promotional material (i.e. logo, name, contribution etc.)
- Any other **reward** for the partner's contributions



### 4

#### MAINTENANCE OF PARTNERSHIPS

Based upon the individual agreements, partners should be involved to a maximum extent in the project activities, including their design, implementation and evaluation. To this end, regular partners' meetings should be organised, where joint activities can be discussed and agreed upon. In addition, partners should be invited to any project related event. It is furthermore advisable to send regular up-dates on project progress.





## WHAT TO OBSERVE

The following lessons learnt should be observed:

The most successful and sustainable partnerships can be formed when a **win-win situation** is created. Thus, the initiating institution must clearly analyse which partners might have the highest benefit out of the project and / or have an urgent need which is tackled by the project and which can at the same time provide an important input.

It cannot be overemphasised how **important a long-term perspective of the partner is for overall project success and outcome**. Experience shows that such partners are much more flexible in times when project implementation might be difficult, and usually contribute a much higher portion of time and resources.

For collaboration with the private sector, always consider involving **professional associations**. Even though some of them might not always be perceived as highly professional and / or sufficiently staffed, they dispose of an excellent network of companies. At the same time, some associations also have attached training institutes. Thus, they constitute an excellent platform for the project and can easily mobilise a high number of their membership companies for the project's purpose.

At the same time, the **risk related to the involvement of only one specific company** in the project (i.e. in terms of withdrawal of the firm from the project or alignment of the project solely to the firm's interests) is considerably lowered. For the professional association, one key benefit is the fact that through the project, new information or even services can be provided to their firms. Thus, their position as competent service provider towards membership firms can be further strengthened.

In general, it is highly recommended to **conclude partnership agreements with a slightly larger number of actors than actually required**. This considerably minimises the risk of project failure in case some actors decide to withdraw from the project during the implementation phase.

**NGOs can serve as valuable intermediary** to the target group. They are usually located in the areas where the target group is living and working. At the same time, they are typically perceived by the target group and communities as trustworthy, reputable actors involved in improving living and working conditions.

When **collaborations between NGOs and the private sector** are envisaged, one needs to be aware of the fact that NGOs might raise concerns in terms of purely short-term profit-oriented interests of the private partner. In such cases, it is recommended to foresee trust-building measures, and to emphasise the common interests and benefits.

In general, it can be recommendable to undertake a **comprehensive analysis of the overall actors' landscape** at the beginning of the initiative. In contrast to a more needs-based search for suitable partners as described in this tool, such an analysis will provide an overview of all actors being active in the relevant field and/or region, and their position towards the initiative. Consequently, different forms and levels of partnerships and cooperation can be created, and the position of the initiative towards these actors defined. However, such an in-depth analysis typically requires more resources than a needs-based approach to partnerships and cooperation. An example for such a stakeholder analysis and mapping can be found [here](#).

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