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Investigating an apparently perfect, intuition-managed social partnership: need for evaluation?

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SAMMENDRAG

Denne masteroppgaven studerer et spesifikt norsk sosialt partnerskap gjennom et case-studie ved bruk av mixed methods. Det sosiale partnerskapet jobber mot mindre utenforskap og bedre mental helse for ungdom og unge voksne gjennom å drifte en café for å få disse videre til vanlig arbeid eller utdanning samt for å få økt livsmestring. Studien har anvendt verdisamskaping som hovedteori for å studere og forklare partnerskapet.

Funnene er at partnerskapet avviker fra hva som forventes av litteraturen. Det finnes lite til ingen evaluering, ingen felles problemdefinisjon, og for grunn partnerutvelgelse noe som har gitt betydelige følgefeil. Forfatterne belyser disse avvikene gjennom kritikken av verdisamskaping og bidrar til forskingen med å vise at partnerskapets sikre finansiering har vært en ulempe med tanke på manglende behov for evaluering. Dette har bidratt til manglende felles målforståelse, at eventuelle forbedringer ikke har blitt identifisert tidsnok. Videre så bidrar dette sammen med begrenset åpenhet, til redusert mulighet for å holde partnerne i partnerskapet ansvarlige på et vertikalt, horisontalt eller diagonalt nivå. Den eneste ansvarligheten blir innad i partnerskapet gjennom konfronterende ansvarlighet, noe som er problematisk for interessentene til Prosjektet.

PREFACE

This is our finishing thesis of Master of Science in Business at Nord University. With the two years being finished, we look back at our experience as challenging, rewarding, exiting and knowledgeable. Throughout the master's degree we have gained knowledge, both through the lectures and professors, but also through their recommendations on research.

We want to thank Veronika Vakulenko for her excellent guidance while writing this thesis. Her feedback, knowledge and availability has been greatly appreciated, the conversations about the thesis have been constructive and productive. When we were confused, she guided us in the right direction.

Further we would further like to thank Anatoli Bourmistrov and the faculty for their constructive feedback on our presentations of the thesis. The conversations and questions have helped us through the process.

Throughout this process, our families and friends have been great support and help when it was need. Their support has been invaluable through the ups and downs that occurred during the master's degree and the process of this thesis.

We would also express our appreciation towards our informants and respondents. They sacrificed some of their time to answer our questions by participating in interviews and answering the survey.

Marie Bergstrøm & Petter Austli Berg

22. May 2023

ABSTRACT

Social partnerships are organizations in different sectors collaborating to solve the social issues of society (Waddock, 1991). Social issues are complex and disruptive and need many different competencies to be solved (Best, 2019). The Norwegian social partnership, in this thesis, focuses on unemployed struggling youth, which can be connected to the United Nations (UN) Sustainable Development Goals (SDGs) 1 of poverty, 3 of health and well-being, 8 of decent work and 17 of partnering (United Nations, n.d.-a; n.d.-b; n.d.-c; n.d.-d).

The intricacies of poverty, mental health and unemployment are deeply connected. Dealing with mental health challenges can, to various degrees, hinder one’s ability to both secure employment and function in a job, thereby contributing to poverty. Despite Norway’s historically low unemployment, it still remains a substantial demand for workers (Nav, 2022; Statistisk Sentrabyrå, 2023). Unemployment can impact individuals’ overall well-being, fostering a sense of exclusion from both society and the workforce. Combining the demand for workers with the negative social implications of unemployment, solves the issues on both a practical and social level. This gives the motivation for choosing the social partnership in question.

With the following research questions:

RQ1: How can the social partnership be examined and explained thoroughly using value co-creation?

RQ2: Whether and how the social partnership can measure and evaluate their social contribution?

The case is a Norwegian social partnership, that initially had two partners and added another one as an extension a few years later. All partners classify as large enterprises, but their competencies and sectors differ. Partner 1 is a private organization with a large portfolio of stores, Partner 2 is a public organization with competencies in employment. While Partner 3 is a private organization with the resources to have close contact with the candidates at the Project. The Project is the café the partnership is collaborating for, to help the candidates move forward in life.

Taking responsibility for social issues is a part of the organizations’ social accountability. Social partnerships are made for creating social impact. To ensure that they have the intended social influence, the impact should be measured. Value co-creation covers all these concepts, divided into the phases of initiation, design, implementation and evaluation by Ansell, Sørensen and Torfing (2022).

Through a single case study, a Norwegian social partnership was examined. By using a mixed method methodology, the research questions will be answered. Both qualitative and quantitative methods examine multiple aspects of the case in varying depths. With a focus on the partners, the qualitative interviews will be the dominant method, while the survey will be used to map the candidates' opinions regarding their workplace, for triangulation of the information from the informants.

Through the empirical findings, many deviations were found, both between the partners and the candidates. While the partners agree they are creating some value, they have no common value description. The social issue is not defined clearly by any partner, the division of labour is unclear for most partners, the partners believe the others are measuring and evaluating the Project and its social impact. All partners agree that the Project is valuable, and the concept can be transferred to other types of businesses and sectors.

Seen from a value co-creation perception, the social partnership has fallen short of conducting processes thoroughly. Not conducting the first phase adequately will negatively affect the rest of the process. The partnership has to various degrees fallen into multiple critical pitfalls.

There is room for improvement, and for others to learn from their mistakes. By examining and explaining the social partnership by value co-creation, the partnership needs to consider the results in the study. Their superficial stakeholder analysis, the funding, and the lack of measurement and evaluation should be fixed.

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1.0 INTRODUCTION

There are many different social issues today, some issues are interconnected. This thesis focuses on how partnering can solve social issues and how social partnerships measure their effectiveness and efficiency. The UNs SDGs express some of the many reasons for why it is important.

Both the background and motivation of this thesis will be covered in this chapter, then the research gap and the research questions will be defined. At the end of this chapter, the structure of the thesis will be explained.

1.1 Background

Some issues are too complex for a single organization to solve. Therefore, partnering with organizations in other sectors might be better for solving the problems. “The term “social problem” is usually taken to refer to social conditions that disrupt or damage society” (Best, 2019). Some issues or problems include poverty, mental health, the sense of outsiderness and unemployment. These social issues are complex and overlap each other. The focus will be on these issues connected to youth.

Mental health issues, a sense of outsiderness and unemployment are interconnected. Mental health issues can make it difficult for youth to work. Youth not having a job increase the unemployment rate, and unemployment lead to poverty in most cases, which can amplify a sense of outsiderness. A sense of outsiderness can again affect the mental health of the youth.

The Norwegian society today is experiencing increased inequalities both financially and socially, this could be an effect of the expanded scope of social problems. This transnational phenomenon affects 70% of the global population (United Nations, 2020). Now 21.2% of Norwegians live in a household unable to cover an unforeseen expense (Statistisk Sentralbyrå, 2022). The United Nations (n.d.-a) listed no poverty as its SDG 1, reducing and removing poverty is essential for the UN and the global population going forward.

For Norway, OECD (2018) finds that the minimal income benefits in Norway are too low to prevent poverty when including social assistance and cash housing assistance, and are significantly lower than comparable countries such as Sweden and Denmark. It is important to mitigate this early with the youth.

Unemployment can be a source of poverty. Even though the unemployment rate in Norway is low, with only 3.4% as of January 2023, poverty is still significantly present (Statistisk Sentrabyrå, 2023). The unemployment rate is historically low and isolated as a good indicator of the country’s performance. On the contrary, Nav (2022), the Norwegian Labour and Welfare

Administration's, examination of the labour market that Norwegian companies have a shortage of 70 000 workers as of May 2022. The combination of these has to be explained by the fact that many Norwegians are outside of the Norwegian labour market, and the model for calculating the unemployment rate only considers active job seekers into account, not welfare receivers (Statistisk Sentrabyrå, 2023).

Nav (2022) stated through the Chief of Nav "this is an opportunity to let more of the 700 000 people outside the labour market into the labour market", referring to the situation with low unemployment and high demand for workers. 10.5% of the Norwegian population received welfare schemes at the end of 2022 (Nav, 2023). If a share of these people can contribute through adapted work environments and work situations suited for them, they could be a part of solving the shortage of workers. This especially comes into play for jobs such as grocery store workers and waiting staff, where the jobs do not require formal education, where they need 5 750 workers in shops and sales, and 5 450 workers in service jobs such as waitering (Nav, 2022).

Good health and wellbeing are United Nations (n.d.-b) SDG 3.4 "promote health and wellbeing" hence increasing health and well-being is a priority. Here one can connect the good health and wellbeing goal with the effects of poverty and unemployment. Being unemployed can affect the youth's mental health; in this case, having a place to work and socialize can have a positive effect. Statistisk Sentralbyrå (2021) shows that youths who have periods without employment or education have long-term lower income and receive more social welfare than others of their age group long term.

In subgoal 8.5 United Nations (n.d.-c) states that by 2030 the goal is to "achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value". This is further emphasised in subgoals 8.6 where United Nations (n.d.-c) state "by 2020, substantially reduce the proportion of youth not in employment, education or training".

For solving today's and tomorrow's problems, it is crucial to collaborate globally and locally (United Nations, n.d.-d). Partnering makes it possible to solve complex societal problems, which partners alone cannot solve, because of the benefits of collaborating with other organisations with different competencies. Support for this is found in Austin, Stevenson and Wei-Skillern (2006), finding that an organization's social impact can be more significant when working with other organizations. The importance of collaboration is further emphasised by United Nations (n.d.-d), stating that partnerships are essential for sustainable development, and lists "encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships" as a measure to take for sustainable development.

As goal 17.17 United Nations (n.d.-d) emphasises, partnerships are important for sustainable development and using the empirics of partnerships for doing so effectively. Seeing how social partnerships target social issues is vital for seeing how organizations can solve the previously mentioned problems internationally, nationally, and on community levels. "Explicitly recognizing the links between our economy, our environment, and our health, the UN's 17 SDGs declare cross-sectoral partnerships to be the key to responding to and resolving systemic challenges" (Duane, Domegan, & Bunting, 2022, p. 68).

Ansell et al. (2022, p. 42) emphasize that "the most challenging but rewarding work of implementing the SDGs often takes place at the local level where local governments interfere with local businesses, civil society organizations, and citizens on very concrete problems". Further on Ansell et al. (2022, p. 42) describe the transferability with "global SDGs can be translated into local contexts in ways that make them recognizable, urgent and meaningful". The SDGs must have a transfer value to the local communities to have an impact at local levels. Since the goals reach broadly, local adaptions are needed to fit local contexts and problems.

All organizations must have some evaluation, which also applies to social partnerships. Since social partnership seeks to impact social issues, the partnerships must showcase their value and be measured with impact assessments for stakeholder accountability and self-assessments.

1.2 Motivation

Young adults today are struggling in many aspects, and there are many different social problems connected to employment in the society today, the case to address these issues through their project. The partnership aims to close the loop of young adults struggling to enter the working life by helping them access an inclusive and open-minded workplace, thereby addressing several concerns. This initiative can benefit both society as a whole and the young adults personally.

Since the problems connected to young adults and employment are complex, acquiring the diverse competencies required can be challenging for a single organization. All the different competencies needed can be challenging to acquire by a single organization. There are many different organizations with different core competencies and to ensure better solutions, organizations can collaborate and contribute with their core competencies into the collaboration by leveraging their competencies.

When addressing the importance of the research, it is worth considering its social and practical implications. In social partnerships, actors are involved and affected at macro, meso, and micro levels. These stakeholders are the society, partners at the organisation's county and national levels, and beneficiaries at the micro level. Since everyone is affected, everyone has the social responsibility to act on the social issues in question. To increase the number of social partnerships, understanding of social contribution, the evaluation process and increased transparency for ensuring accountability.

Evaluation is essential for assessing the effectiveness and efficiency for organizations and collaborations. For assessing various aspects of the partnership, the partnership should be evaluated. To express the importance of the partnership, the partnership needs to show some measurements and evaluation. Merely relying on the subjective opinions of the partners and the success stories is insufficient measures to showcase the value for the stakeholders.

The partnerships social impact can be measured through different measurements, and techniques. Financial measures may not be the most suitable, the focus should rather be on the partnerships social impact.

During the Covid pandemic, most people experienced varying degrees of isolation. This isolation is the constant reality for many youths outside of daily occupation with work and education today. In addition, many of these have complex problems influencing their abilities to cope with the expectations of society and regular employers. The isolation and problems act as significant barriers that need accommodations by employers.

What makes this social partnership intriguing is that the effect and value of the partnership is only known trough assumptions made by the partners. The partnership’s evaluation relies solely on success stories not anything else. In the future they might have to defend the Project’s value, and only relying on the current evaluation is insufficient for showing the absolute value of the partnership. The interest in forming social partnerships will decrease or be non-existent when the financial loss is valued greater than their impact. By studying this social partnership alternative evaluation methods can be explored, moving beyond a sole focus on financial aspects.

The partnership must be held accountable for its operations. Since the partnership is primarily focusing on social issues, they should be held accountable for their social impact. Social accountability and social impact measurement are closely connected to evaluation by transparency in actions and measuring the partnership’s impact.

1.3 Research gap

A research gap on social partnerships focuses on value generation and commitment and the interplay between external and internal factors that affect the effectiveness (Yin & Jamali, 2021). Evaluation of the partnership relating to the future of the partnership, the hierarchies of incentive structures and their effect and the impact of motivation are other gaps presented in recent research (Diaz-Kope & Morris, 2022; Duane et al., 2022; Intindola et al., 2020). While Feilhauer and Hahn (2021, p. 684) expressed that “empirical research is scant and inconclusive”, emphasizing a need to understand the evaluation and the formalizing of the partnership evaluation.

Rajala and Kokko (2022, pp. 853-854) uncover the gap of accountability in hybrid organizations, at the same time relating to the insufficient body of research on cross-sector collaborations, with “there are even fewer on cross-sector alliances incorporating actors from the public, private and third sectors” but also the lack of research on the imbalance of accountability. Tu (2022, p. 19) express the need for research to “expound on the intricate mechanisms of accountability”.

Pfisterer and van Tulder (2020) and Shumate, Fu and Cooper (2018) reveal the research gap on collaborative value creation dealing with social partnerships. Feilhauer and Hahn (2021, p. 718) finds it interesting to know more about formalization and “the implications of formalizing partnership evaluation”, but also how the formalization of social partnerships is influenced by specific aspects of the partnership.

Social partnerships are influenced by a multitude of factors and aspects within both the organization and the partnership itself, establishing a link between social accountability and social partnerships. The gap expresses the need to examine social partnerships and accountability together. Social partnerships are cooperative of nature, which means that they are creating the value together and the formalization of evaluation of social partnership. This formalization also extends to measuring the social impact of the partnership, which plays a vital role in ensuring accountability, as measurement serves as a tool to assess and uphold accountability standards.

1.4 Research questions

Based on the background, motivation, and the identified research gap of this thesis in mind, the following research questions was formulated. The study is about a social partnership in Norway, which provides services for young adults struggling with entering regular working life and who require inclusion.

RQ1: How can the social partnership be examined and explained thoroughly using value co-creation?

RQ2: Whether and how the social partnership can measure and evaluate their social contribution?

1.5 The structure of the thesis

The thesis has seven chapters. Chapter 1 introduces the topic and will explain the thesis's background, motivation, research gap, and problem statement. The second chapter cover the theoretical frame. The context and case will be explained in chapter 3. While chapter 4 the methodology of this research will be explained, described, and evaluated. Chapter 5 will show the empirical findings, and in chapter 6 the findings will be discussed. The conclusion, limitations of the thesis and future research are in chapter 7. Lastly are the references and appendixes.

2.0 THEORETICAL FRAMING

To enlighten the findings a theoretical frame needs to be formulated and defined. Given the selected research phenomenon, multiple areas of research that needed to be found and covered. Since the case is a social partnership the concept of social partnership needed to be defined. When engaging in partnerships to tackle social issues, it is important to consider social accountability as a key aspect. Additionally, when addressing a social problem, there is a need to measure the social impact of the partnership. Without proper measurement, it is difficult to determine the true extent of the partnership's influence and the effectiveness of its actions. Therefore, incorporating reliable measurement practices is essential for evaluating the partnership's outcomes and understanding its overall impact.

2.1 Social partnerships: Definitions and ways for addressing social issue

Social partnerships have different definitions depending on country and area among other factors. Waddock (1991, p. 481) in the USA defined social partnerships as a "collaborative action in which organizations from multiple sectors interact to achieve common ends". On the other hand "social partners is a term generally used in Europe to refer to representative of management and labour (employer organizations and trade unions), and in some contexts public authorities, that engage in social dialogue" is the definition by Eurofound (2023).

Frączkiewicz-Wronka and Wronka-Pośpiech (2018, p. 4816) “understand public-social partnership as an activity undertaken in collaboration between organizations operating both in public and social sectors”.

Clarke and MacDonald (2019, p. 299) defined social partnership as “a voluntary collaboration between organizations from more than one sector to address mutually prioritized social issue”, supporting the definition by Waddock (1991). Karakulak and Faul (2023, p. 4) support the definition of social partnership made by Waddock (1991), by stating that “social partnerships bring partners from different sectors together to collaboratively address a social (…) issue”.

Table 1: Summary of aspects of definitions of social partnerships

Sector	**Social issue**	**Partnering**	**Author(s)**
Multiple sectors	-	Collaborative	Waddock (1991)
Representatives for management and labour, possible public authorities	Labour	Engaging	Eurofound (2023)
Public and social sectors	-	Collaborative	Frączkiewicz-Wronka and Wronka-Pośpiech (2018)
More than one sector	Social issue	Collaborative	Clarke and MacDonald (2019)
Different sectors	Social issue	Collaborative	Karakulak and Faul (2023)

As shown in Table 1 there are mostly similarities except Eurofound (2023). Since most of the definitions are similar, heir definitions will be used, and Eurofound (2023) will not. Frączkiewicz-Wronka and Wronka-Pośpiech (2018), Clarke and MacDonald (2019) and Karakulak and Faul (2023) all reference some parts of their definition back to Waddock (1991), indicating the relevance of her definition.

Austin et al. (2006, p. 18) express “greater social value can often be created by working collaboratively with other entities” with a further explanation that “virtually all social issues require far more resources than any single organization is capable of mobilizing independently to solve”. Austin et al. (2006) emphasize the importance of collaborating with other organizations to solve different societal issues, since the issues are complex, and demand more than one organization can contribute with.

Vurro, Dacin and Perrini (2010, p. 39) further elaborate that cross-sector social partnerships “are now at the forefront of creative organizational models to offer innovative solutions to complex and persistent social problems”. “Most of the greatest innovations in history are those that emerged over a long period of time and required the involvement and adaptions of many business sectors as well as society” (Wilson, Bunn, & Savage, 2010, p. 76). To make more significant changes to a bigger context or to solve a complex problem can benefit from the involvement of many different actors that have a different relationship to the problem they are assessing.

There are often many relationships in social partnerships, some formal while others are informal (Wilson et al., 2010). Some relationships might begin at an informal level and move towards a formal level, and others might move in the opposite direction. Some partners might have a contract, and others do not. Between the partners the interdependence of the organization is high, according to Wilson et al. (2010), and as mentioned earlier include multiple sectors. The interdependence might be formalized by having a formal collaboration between the organizations.

Social partnerships in Seitanidi, Kourofous and Palmer (2010) are also called cross-sector social partnerships, meaning that the partners are in different sectors. Therefore can social partnerships address social problems "(e.g. education, poverty, health, environment) by building on the capabilities, resources and expertise of each partner organisation" (Seitanidi et al., 2010, p. 139). Since the partners are in different sectors, they will also have different competencies they can contribute with towards the partnership. Social issues are complex and cannot be solved by a single organization, but with multiple sectors involved they have the competences needed to solve the issues.

In today's society, there are several issues that need to be addressed in order to create an ideal society. To accomplish this, certain changes must be made to effectively tackle these problems Since social partnerships are focused around social issues, "social partnerships can lead to organisational and social change by addressing the shortcomings of corporate policies and programmes through the development of cross sector social interactions that have the potential to transform organisations and societies" (Seitanidi et al., 2010, p. 139).

As the EU developed the sustainability goal about partnering to solve the SDG, the social marketing mix of the five Ps which partnering is one of them (Duane et al., 2022). "Successful partnerships in this context require cross-sectoral responses, which transpose country boundaries collaborating between governments, the private sector and civil sector", where the context is the complexity of the other UN SDG (Duane et al., 2022, p. 50).

"Organizations in every sector are confronted by and must respond to social challenges. Yet, long-established sectoral differences have traditionally led organizations to frame social challenges in different ends in mind" (Selsky & Parker, 2010, p. 21). All organizations encounter similar social challenges, yet their approaches to addressing them differ. However, there is a shared opportunity for these organizations to collaborate and collectively work towards a common goal. Cross-sector social partnerships "provide the opportunity to base innovation on activities practiced in different kinds of organizations and different sectors" (Selsky & Parker, 2010, p. 34). Trough engaging in a social partnership, the cross sector social partnership and the organization have the possibility to use leverage their different competencies and strength for the better. By collaborating on the different complex social issues where the partners utilize their competencies, they can progress towards a possible solution collectively.

2.2 Social accountability in context of social partnerships

Not only do organizations need to take accountability for their actions, this is also the situation for social partnerships. A social partnership working to solve a social issue, must be accountable for their actions and whether they have the positive impact they are intended to have or not. Accountability has a broad coverage of topics, one of them is social accountability. While accountability is not focusing solely on being accountable for the social aspect, but more on accountability for everything.

> *Society is demanding that its institutions be accountable for more than economic performance. However, much research in the social and environmental accounting (SEA) literature suggests that an increased level of reporting has not prompted the anticipated increased levels of accountability. (Dillard & Vinnari, 2019, p. 16).*

With an increasing demand to take accountability by the society the partnerships need to be more accountable for more than just the financial aspect of the partnership. Dillard and Vinnari (2019) express the partners must take accountability for their social impact but the degree of partners taking accountability has not increased. Further explained by Dillard and Vinnari (2019, p. 16) that "accountability is limited by what is disclosed, and what is disclosed is limited by the extant accounting system".

Social accounting in Gray (2002, p. 687) is defined as "a generic term for convenience to cover all forms of 'accounts which go beyond the economic' and for all the different labels under which it appears – social responsibility accounting, social audits, corporate social reporting". Social accounting can be understood to be "grounded in the principles of democracy and accountability" for many of us (Gray, 2002, p. 692). Social accounting is a form for expressing information, and a form for partnerships to take accountability. Social accounting does not focus on the economic aspect, and social accountability can be located under this concept.

Bovens (2007, p. 447) defines accountability as "a relationship between an actor and a forum, in which the actor has an obligation to explain and to justify his or her conduct, the forum can pose questions and pass judgement, and the actor may face consequences" within the public administration literature.

Accountability is referred to Rajala and Kokko (2022, p. 830) "to the capacity of public, private and third sector organizations to check whether the performance of other collaborators responds to citizens' needs and is consistent with the goals of the hybrid". In other words, the partners within the partnership keep the other partners accountable for and check the other partner's performance related to the needs of society. Accountability "is simply about identifying what one is responsible for and then providing information about that responsibility" (Gray, 2001, p. 11).

"Social accountability changes, often considerably, over time. Any approach to social accounting must be capable of monitoring, and responding to, changes in the social issues of the society in which it is grounded" (Gray, 2001, p. 14). With the dynamic world developing social issues also social accountability organizations and partnership need to evolve with according to the development of the global community and societies.

"Social accountability is a form of accountability that is directed to account-holders that are located in civil society" (Brummel, 2021, p. 1052). Social accountability is often informal and voluntary, it can also include "more or less mandatory and formalized elements" (Brummel, 2021, p. 1052). Social accountability is an addition to traditional accountability and not a replacement for it (Brummel, 2021). Brummel (2021, p. 1053) define "social accountability as a horizontal and explicit accountability relationship in which a public sector organization gives an account vis-à-vis citizens and societal actors, including the media".

At the same time "social accountability is closely associated with horizontal forms of accountability" (Brummel, 2021, p. 1052). Here horizontal accountability is defined as "forms of accountability where the accountee is not hierarchically superior to the accountor" by Schillemans (2011, p. 390). The society is not superior to the organizations or partnerships, but the society can be considered equal since they are a stakeholder. Zooming out from horizontal accountability there are both vertical and diagonal accountability (Fox, 2015). Brummel (2021) view on horizontal accountability is taken further by Fox (2015, p. 347) who defines vertical accountability "refers to political accountability relations" and diagonal accountability is "hybrid combinations of vertical and horizontal".

"Social accountability (…) is an evolving umbrella category that includes: citizen monitoring and oversight of public and/or private sector performance, user-centered public information access/dissemination systems, public complaint and grievance redress mechanisms, as well as participatory budgeting" (Fox, 2015, p. 346). With social accountability being an umbrella category there are multiple different aspects that should be mapped and explained by the partnerships to show the stakeholders that they are accountable for what they do.

Consensual and confrontational are two styles of social accountability, which have different intentions and behavioural strategies (Brummel, 2021). "Whereas consensus presupposes a certain level of agreement between parties that aim to achieve a mutual outcome by the exchange of ideas and views, confrontation is associated with divergences in views and conflicts of interest" (Brummel, 2021, p. 1063).

Conflictual accountability is "conflicting expectations by those multiple accountability forums" (Schillemans et al., 2021, p. 1238). All stakeholders might have some expectations of the organizations about their accountability, and some of the expectations might conflict with each other. "No course of action is available that would satisfy all salient accountability forums", there is not a right priority to make in the case of conflictual accountability (Schillemans et al., 2021, p. 1238).

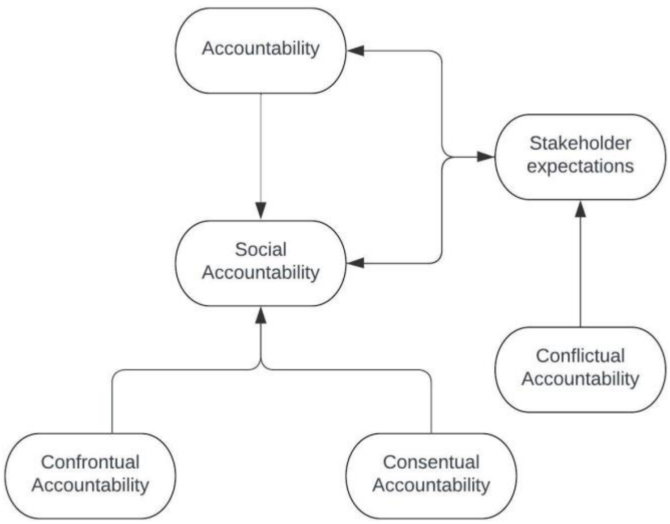

Figure 1: Social accountability developed by the authors

As Carman (2010, p. 256) wrote that "nonprofit organizations are under increasing pressures to demonstrate that they are being effective and achieving measurable outcomes. Yet, according to empirical literature, many nonprofit organizations are struggling with these requirements, reporting a lack of time, resources, and evaluation expertise". All organizations and partnerships must show that they are effective and in achieving their goals. Evaluation can be used as way of showing accountability of the partnership, without reaching the goals and outcomes how can they justify using different resources on it?

2.3 Measurement of social impact and specific techniques

Measuring the impact of the operations is crucial for understanding the value provided by the operations and how it complies with the partners' corporate social responsibility and social accountability goals. Measuring the impact will also be essential for showcasing the value of operations for stakeholders and society whilst seeing the mitigating of the societal problem the partnership seeks to solve. van Tulder et al. (2016, p. 10) defines impact in a partnership context as "the ultimate changes that one affects through the partnership". Unlike output and outcomes, impact measures the ultimate effects of the partnership on a broader level. Different from outcomes which see the benefits of the partnership activities based on individual, society or community and output as "what will be accomplished as a result of the combination of inputs and activities" (van Tulder et al., 2016, p. 1).

Today different models for measuring impact exist. The two main general techniques when measuring the societal impact of partnerships and collaborations are the Impact Value Chain framework by van Tulder et al. (2016) and the Collaborative Value Creation framework by Austin and Seitanidi (2012a; 2012b), these will be elaborated on later in the chapter.

In addition, some frameworks such as Stadtler (2016), Rasche, Morsing and Wetter (2021) and Vestergaard et al. (2021) are designed for social partnerships and cross-sector partnerships but have special focuses on development or transparency and are therefore not as suitable in a general matter as Austin and Seitanidi (2012a; 2012b) and van Tulder et al. (2016). In addition, some scholars have looked into measuring partnership outcomes and impact at a narrower level but not necessarily with developing frameworks. This includes Lim (2010) looking into the value of corporate philanthropy, Peloza (2009) seeing the financial impacts from CSR investments, and Vian et al. (2007) measuring impact of international corporate volunteering. In addition, more quantitative matters have been examined by e.g. Candeadvisory (2022) with the Corporate-NGO partnership barometer, which can be used for gaining cross views of the development of the area**.**

The Impact Value Chain Framework by van Tulder et al. (2016), focuses on efficiency with seeing the process from how the operations impact the targeted issue, and the Collaborative Value Creation Framework by Austin and Seitanidi (2012a; 2012b) focuses on effectiveness.

The Impact Value Chain Framework describes a chain ranging from issue to mission to inputs, throughputs, and outputs. The framework was made to address a gap in the literature regarding proving the added value of partnerships and the potential impacts of the partnership on micro, meso and macro level (van Tulder et al., 2016). The value chain builds on van Tulder and Maas (2012) the partnership monitoring and evaluation framework, that uses the same chain but fractions it into internal and external processes while addressing both the effectiveness and efficiency of tactical, strategic and operational nature. Other frameworks such as Stadtler (2016) focus on outputs to direct outputs with targets as participants and target group, indirect outcomes with participants, target group and wider community and impact with target group and wider community. Stadtler (2016) framework is suitable for seeing that output and outcomes can produce and affect different impacts and targets. However, Vestergaard et al. (2020) point out that Stadtler (2016) and the existing body of literature fail to see the links between the processes and the impacts of the outputs and outcomes.

van Tulder et al. (2016) addresses efficiency as an added value concept which can be seen through a cost-benefit analysis. Further, they describe the relationship between mission statement and outcomes as tactical efficiency and the relationship between input and output as operational efficiency, the relationship between the mission and outcome as strategic effectiveness and the relationship between the societal issue and impact as an issue related performance and strategic effectiveness. This calls for different ways to measure the efficiency and effectiveness of the partnerships on different strategic and operational levels, which calls for the actual use in measuring the impact of partnerships.

Unlike van Tulder et al. (2016) which has a processual-like approach, Austin and Seitanidi (2012a; 2012b) explore value co-creation, and map the partnership value, and form into micro, meso and macro perspectives. Where van Tulder et al. (2016) have a more direct approach to output, outcomes and impact, Austin and Seitanidi (2012a) explore value co-creation, and map the partnership value, and form into micro, meso and macro perspectives. According to the authors, the framework aims to approach "four basic questions: Where does collaborative value come from? How is it created? What gets created? Who benefits?" (Austin & Seitanidi, 2012b, p. 955). Where van Tulder et al. (2016) have a more direct and processual approach to measurement, Austin and Seitanidi (2012a) sees the partnership from different levels. Micro level is the value creation inside the individual partners in instrumental and psychological value.

> *Instrumental benefits can include new or strengthened managerial skills, leadership opportunities, technical and sector knowledge, broadened perspectives; emotional benefits encompass the individual's psychic satisfaction from contributing to social betterment and developing new friendships with colleagues from the partner organization. (Austin & Seitanidi, 2012b, p. 948).*

Austin and Seitanidi (2012a, p. 945) define the meso level as "the organizational benefits that enhance the performance of the nonprofit or the company". Austin and Seitanidi (2012a, p. 729) initially describe value co-creation as value "created by the conjoined actions of the collaborators". The four sources of collaborative value are "associated value", "transferred resource value", "interaction value" and "synergistic value" (Austin & Seitanidi, 2012a, pp. 730-731). This continuum classifies them after the collaborative value creational nature of the sources. Austin and Seitanidi (2012a) further describe external value creation through a macro perspective, emphasizing that creating direct customer value also makes indirect spill-over to the broader community.

2.4 Value co-creation

> *The notion of "co-creation", which with its emphasis on collaborative interaction in networks and partnerships seems to capture core aspects of New Public Governance, (...), especially at the local level where there is a urgent need to mobilize additional resources to offset the cross-pressure between growing problems and expectation and the scarcity of public funds. (Torfing, Sørensen, & Røiseland, 2019, p. 797).*

"Cocreation involves a proactive search for new and emerging solutions to present and future problems" (Ansell et al., 2022, p. 29). Ansell et al. (2022, p. 29) further define co-creation as "a distributed and collaborative process of creative problem-solving that proactively mobilizes public and private resources".

Torfing et al. (2019, p. 802) define co-creation as "a process through which two or more public and private actors attempt to solve a shared problem, challenge, or task through a constructive exchange of different kinds of knowledge, resources, competences, and ideas that enhance the production of public value". Seen differently, co-creation is the collaboration between multiple actors that exchange some resources to solve a social issue they share.

Bentzen (2022, p. 34) emphasize that co-creation is resources mobilized of affected actors that collaborate "to define problems, develop solutions, and implement them in practice". Bentzen (2022, p. 34) express that "while co-production designates a certain mode of user-involving in service delivery, co-creation points to a participatory and capacity-enhancing mode of governance in which not only services but also plans, strategies, and policies are co-created". Chathoth et al. (2013) differentiate between co-production and co-creation, where co-production is firm-centric while co-creation moves away from the firm-centric view.

Value co-creation has some conceptual complexities that Saarijärvi, Kannan and Kuusela (2013, p. 10) define and enlighten by "dismantling value co-creation into its consistent parts". "What kind of value for whom?", "by what kind of resources?" and "through what kind of mechanism?" are the questions asked by Saarijärvi et al. (2013, p. 10) to enlighten the complexities connected to value co-creation. "Identifying and meeting customer needs goes beyond providing service that are defined a priori by the firm" Chathoth et al. (2013, p. 13), further explaining that co-creation "enables the firm to create added value for the customer".

"If there are no direct interactions, no value co-creation is possible" (Grönroos, 2011, p. 290) emphasizing the importance of interaction and communication in co-creation. Even though Grönroos (2011) focus on the interaction between customers and businesses, it also applies to co-creation within partnerships and between organizations. Partouche-Sebban, Vessal and Bernhard (2022, p. 1641) support the statement made by Chathoth et al. (2013) with "relationships with the opportunity to create value through interactions".

There is a process to the outcomes of co-creation, according to Ansell et al. (2022, p. 23) it "includes initiation, design, implementation, and evaluation". The first phase is initiation where the actors affected come together (Ansell et al., 2022). The different actors explore the problem and design a solution in the design phase, the designed solution is implemented in the implementation phase, and lastly it is evaluated. After the evaluation, they might have to go through the whole process again (Ansell et al., 2022). High levels of involvement are assumed in all four co-creation phases (Bentzen, 2022).

The process of value co-creation is corroborated by Wu and Tsai (2022, p. 5612) which define three steps which are "co-conceptualization, co-design, and co-development of new products". Sjödin, Parida and Wincent (2016, p. 109) support the process of value co-creation by Wu and Tsai (2022), with the phases "1) requirement definition, 2) customization and integration and 3) implementation and operation". Even though they name the phases differently, they still cover the same aspects. In contrast to Ansell et al. (2022), Wu and Tsai (2022) and Sjödin et al. (2016) exclude the evaluation phase.

Bentzen (2022, p. 37) define the phases as "problem definition, solution development, implementation, and evaluation". Bentzen (2022) and Ansell et al. (2022) uses the same phases when it comes to the process of value co-creation, which will be used further in this thesis, since evaluation is important to do.

Figure 2 is inspired by "Fig. 3.3 The Four Basic Steps in the Cocreation Process" by Ansell et al. (2022, p. 32). In Figure 2 two sets of arrows indicate that the process can go through the loop multiple times.

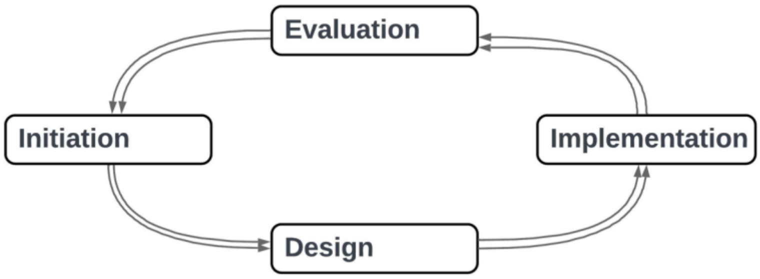

Figure 2: The value co-creation process based on Ansell et al. (2022, p. 32)

The initiation step, can also be connected to the co-conceptualization by Wu and Tsai (2022), expressed by Ansell et al. (2022, p. 31) that it is important to “motivate key actors to participate, and create momentum for change”, research if there are similar local initiatives. According to Ansell et al. (2022) there are three tasks typically done in the initiation phase, these are the identification and description of the problem and broadcast initial idea, bring together affected actors, and build trust between the actors and participants. Bentzen (2022, pp. 34-35) “emphasizes the importance of initial involvement: relevant actors must be involved early on in defining problem and designing solutions”.

The next phase is the design, or co-design as Wu and Tsai (2022) call it, where the focus is on the designing of feasible solutions (Ansell et al., 2022). The design phase is also split into three important tasks, these cover the joint exploration of the problem and design of solution, the creation of a shared vision of the problem-solving and lastly test prototypes (Ansell et al., 2022).

The implementation, or as co-development Wu and Tsai (2022) name it, is about implementing the designed solution (Ansell et al., 2022). Securing funding, coordination of action between the actors and create a clear vision of the “division of labour”, and the actors also have to “consolidate the new solution”, is the “three challenges in the implementation phase” according to Ansell et al. (2022, p. 34).

The last phase is the evaluation since “it is especially important to evaluate whether cocreated solutions deliver the expected results” (Ansell et al., 2022, p. 34). Measurement and assessment of the output and outcomes must be done, use the self-evaluation “to produce an accessible public account” and “finally, they must diffuse successful solutions to other sectors” are the three tasks in the evaluation phase according to Ansell et al. (2022, p. 35).

The value co-creation theory has some shortcomings that must be acknowledged. Ansell et al. (2022) describe four different liabilities with co-creation. The four different liabilities are connected to the nature of collaboration and participation selection bias, encouragement of participation, risks of stagnation and lack of accountability (Ansell et al., 2022).

First, Ansell et al. (2022, p. 39) describe the potential threat that lies in the nature of the collaboration since actors might not only act perfectly and rationally might “choose to ignore the problem at hand, are too busy, fear that they will not be heard, or rely on others to the work they should be doing” and that this can pose as a threat for co-creation.

Partners acting more towards projects have the possibility to influence more than the partners acting less, this is described by Ansell et al. (2022, p. 38) as a “participatory selection bias”. This can lead to “predisposed solutions that undermine equity by serving the interests of the stronger actors at the expense of the needs of the weaker actors” (Ansell et al., 2022, p. 39). Possible uneven relationships create a hierarchy based on the possibility of contribution based on resources. Ansell et al. (2022, p. 39) describe that participations biases can be mitigated by “careful stakeholder analysis, commitment to diversity in participation, empowerment of Co-Creation for Sustainability weak and vulnerable actors” and further elaborate this with “use of spokespersons and decision rules that give the weakest actors the right to veto joint decisions”.

Second, Ansell et al. (2022, p. 39) describe that the encouragement of participation of actors with wide-ranging perspectives and competencies “creates a severe risk of unsurmountable conflicts that may lead to deadlocks and discourage future participation”. Effectively, the differences might hinder the efficiency of the problem mitigation and even create tension and disagreements significant enough to obstruct future collaborations.

Further Ansell et al. (2022, p. 39) describe that the potential risks of stagnation when different actors collaborate can be mitigated by “interest mediation and attempts to think outside the box and to create innovative solutions that distribute costs and benefits more evenly may reduce the risk of stalemate and foster a positive experience with participation in cocreation that encourages future participation”.

Ansell et al. (2022, p. 39) describe that the joint efforts for creating public value might fail and “unintendedly leads to the codestruction of public value” since “these good intentions are not always fulfilled”. Regarding the possibility of destroying public value, Ansell et al. (2022, p. 39) describes measures as “educating, training, and mentoring the leaders and entrepreneurs involved in cocreation, together with a high degree of transparency, may considerably reduce the risk of codestruction of value”.

Ansell et al. (2022, p. 39) points to that the lack of accountability “due to the fact that cocreational arenas are not always transparent, making it difficult to see who is responsible for core decisions” and that its “making it difficult to see who is responsible for core decisions and deprive us of the usual ways of sanctioning bad governance”. Ansell et al. (2022, p. 39) when describing the “lack of democratic accountability” for collaborations with low transparency, describes the mitigation is of a confrontational character using “name and shame” for holding actors accountable.

If an actor perceives that the process are progressing to slow, therefore taking action alone, this can reduce the “commitment and sense of ownership of the other actors” (Ansell et al., 2022, p. 101). This could further affect the dedication of the less active actors, making them less willing to participate. Ansell et al. (2022, p. 101) describes a mitigation of this with “changemakers to accept that they must present their own innovative ideas and solutions on the same terms as the other participants”. In the context of social partnership this will be a case of hierarchy and room of action, and the presentation of ideas and solution will be dependent on the stage of the value co-creation and partnership, as described in Figure 3.

Ansell et al. (2022, p. 40) call for the need of “investing the challenges that arise at different stages of the creation process” and “we need to know much more about how cocreation processes can be led and managed to convene actors, facilitate collaborations, and produce effective solutions”.

2.5 The conceptual research model

Figure 3 shows the conceptual model for this thesis and how the theoretical frame is connected. It shows the concept of social partnership, their activity, and how the measurement and evaluation connect to the value co-creation.

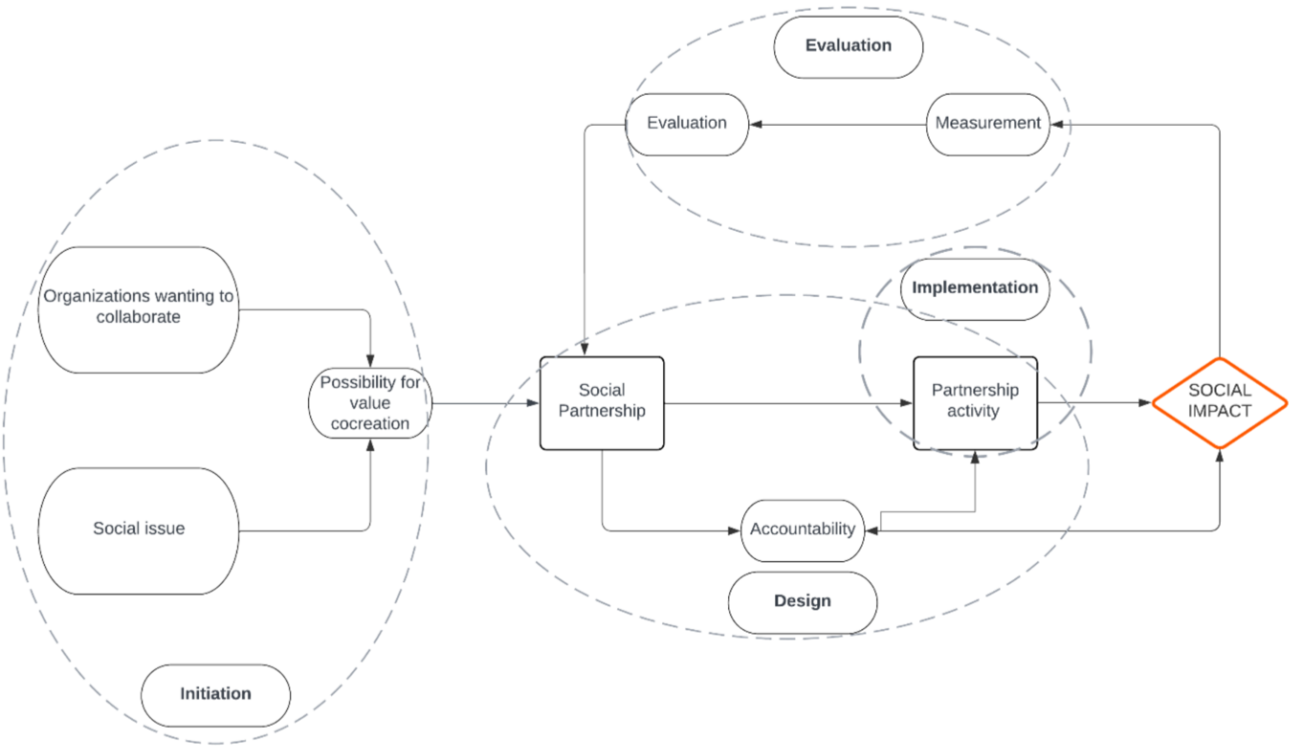

Figure 3: The conceptual model of the research developed by the authors

The initiation phase consists of organizations wanting to collaborate on similar social issues create value co-creation opportunities. Using this possibility leads to initiating a design phase with a design process resulting in a social partnership with a strategy and implementing related activities to influence or solve the social issue. The designed solution is the partnership activity, which is the implementation phase of value co-creation. The partnership taking accountability for the social issue creates social accountability, this creates social impact. The partners must measure and evaluate their performance to ensure their social impact in the evaluation phase. The difference between measurement and evaluation is that measurement is often numerical and can be different KPIs. The measurements are the basis for the evaluation, giving a rationale for making changes in the partnership design and its activities.

2.6 Summary

Social partnerships can be defined multiple ways, the definition by Waddock (1991) is supported by Frączkiewicz-Wronka and Wronka-Pośpiech (2018), Clarke and MacDonald (2019) and Karakulak and Faul (2023). The common factor in these definitions is the focus on social issues and collaborating for a solution of them.

Social accountability is when the social partnership is accountable for their social impact. By being transparent and expressing their social impact, both the negative and positive impact, will ensure that the partnership is held accountable for their impact.

Measuring their social impact is important to ensure that the social partnership is effective and efficient. Measuring the social impact can be done a few ways.

Social partnership, social accountability and measurement of social impact is under value co-creation, more specifically the four phases. Figure 3 have combined the four concepts into the conceptual research model for this thesis.

Value co-creation can be divided into four phases, according to Ansell et al. (2022) they are initiation, design, implementation and evaluation. In value co-creation there are some pitfalls that should be avoided, including potential biases (Ansell et al., 2022).

3.0 THE CONTEXT AND CASE

The case is a Norwegian social partnership between three partners collaborating and facilitating a workplace where the joint goal is work inclusion for young adults struggling to enter the working life. The Project aims to employ young adults and try to ensure they stay within the workforce, possibly at other workplaces, by giving them a chance, as some informants expressed. The Projects focus is to develop the young adults to become more fitted for other work through mastering a work situation, getting routines, and experiencing personal growth.

The idea of the Project was initially formed when Partner 1 had a long lease on a shop premise which was poorly used. Partner 1 wanted an initiative to increase the attractiveness of the location whilst performing a social duty, and then a brainstorming phase began. The idea that was chosen was to run an establishment focusing on work inclusion through the initiative and the feasibility of it by contacting various instances dealing with young adults and unemployment, which ended up with the collaboration with Partner 2. Partner 1 gave Partner 2 the tasks of acquiring candidates for the initiative and helping with skills Partner 1 lacked when dealing with young adults and unemployment. After starting the initiative, the need for Partner 3 was seen for aiding the operating manager of the Project. Partner 3 then joined, and their main function was preparing the candidates for the everyday work activities, the expectations, and the routines of the workplace, and aiding the manager with different tasks such as difficult conversations with the workers.

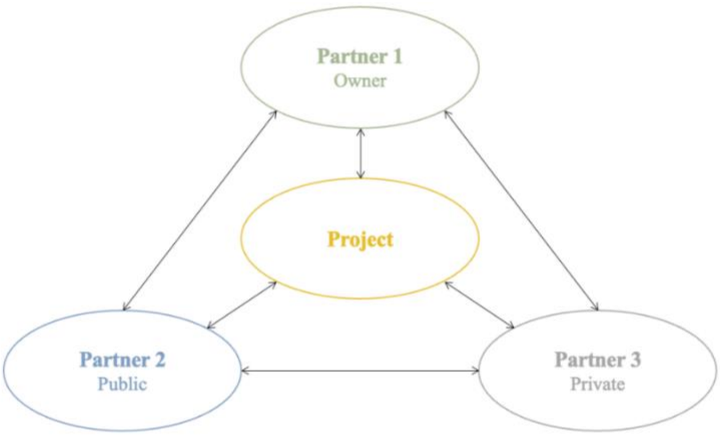

Figure 4: Overview of the partnership developed by the authors

To show how the partners are connected Figure 4 was made. The figure shows which partners are collaborating and showcase the communication lines within the partnership against the other partners and the Project.

3.1 Partners in the social partnership

Partner 1 is the partner that took the initiative for the Project, and they own the business called the Project. Since Partner 1 is the owner, they have the most power and are the partner responsible for the Project and the employees. Partner 1 is a commercial actor that has an extensive portfolio of businesses. Partner 1 is defined as a large enterprise, by revenue and employees. All the other businesses within the portfolio deliver profits and carry the loss from the Project. If their other businesses were not profitable, they would have to discontinue the partnership and the Project. Partner 1 has always been interested in doing good for the society locally and nationally. The most important part of the Project for them is not profit, but rather helping the young adults and ensuring that they do not fall more on the outside. The focus of Partner 1 is to develop the candidates in the Project, by growth in the form of personal and skills, and work inclusion.

Partner 2 in the Project is a public organization, which is a large public institution. The public organization works closely with people in and outside the workforce, and they work closely with and for the people outside of the working force to help them get into the working force. Partner 2 finds the employees or candidates for the Project that is in their system that fit the Project employment requirements. Since the system is not flexible and all parts of the partnership and Project does not always fit into their boxes, some internal battles had to be done. Being an organization focusing on work inclusion Partner 2 both wanted and needed a new arena that focuses on work inclusion and work experience. By being a part of the partnership Partner 2 gets another workplace for their clients that might struggle on other types of workplaces. The candidates get a place to go to and work, and Partner 2 gets them a job and out of their system.

Partner 3 is a large private company that has expertise on work inclusion. Partner 3 is working with both private and public organizations and with individuals. In this case Partner 3 became a partner in the partnership later, because of the need to follow up the candidates closer than what was previously done, by a request by the other partners. Partner 3 prepares the candidates for the work situation of the Project by teaching them about the expectations they will face in the schemes and routines of the workplace and Partner 1. They also have informal meetings with the candidates to receive and give feedback in a more spontaneous manner. They have not received any compensation for their work and do it pro bono for some time. They have existing relations with Partner 2, and have developed their relations with Partner 1, giving them an advantage when using Partner 1 for later projects.

3.2 The Project

All the partners are collaborating and working closely with the output of the partnership. To fully anonymize the partnership, the product and output of their collaboration will be called the Project. The Project is not a project by definition, it is a café without any profit goals, or at least not one of the main goals.

The main focus of the partnership is solving the social issue, the financial aspect of the Project comes second. The partnership's solution for the social issue is expensive. For an ordinary café it is difficult enough to make profits with only two employees at work, while the Project have as much as eight candidates working every shift. Normally businesses deliver profits to the owners, but the Project do not and perhaps will not be due to their operating model. The owners have lost a large amount of money on the Project since the start, but the profit of the Project is not the aspect Partner 1 have a focus on. The vision is in terms of finance is to just not lose money. Since the focus is not on the financial aspect, the value they create is in the social aspect. They make an inclusive workplace that employ people that have or are struggling in life.

The most important aspect of the Project is that they employ young adults that initially need various degrees of facilitation for managing a work situation, get someone to take a chance on them and help them get a job long term through mitigating their needs now and building them more robustly for mastering a regular job long term. The young adults one way or another fell outside the workforce and were not able to get a job. The partners expressed that they employ people with gaps in their resume, the reasons the applicants have a gap were not relevant and can be caused by a multitude of reasons.

The candidates start with a training contract from Partner 2, where Partner 2 pays their salary. When the partners decide with the candidate that they are ready for work the candidates gets a temporary contract with Partner 1. Partner 1 then pays the salary of the candidates that have a temporary contract with them, but with a possibility to apply for some refunds. The temporary contract starts at a smaller percentage and can increase over time. The candidates will not exceed a fulltime employment, if they get a 20% contract with Partner 1, the training contract with Partner 2 decreases to 80%.

The employees of the Project make the drinks and food and work to the degree they can. The employees often start working in the back in the kitchen and slowly but surely moving towards the front when ready.

3.3 Summary

The case is a Norwegian social partnership. There are three partners involved with the Project. Partner 1 initiated the partnership, Partner 2 confirmed the need for the Project and later became the partner that find the candidates. Partner 3 was later asked to join, since the other partners released the need for their competencies. All the partners have different core competencies that are important for the partnership to function and be effective.

All partners are communicating with each other and with the employees at the Project. They have different types of contact, while Partner 3 is closely connected to the employees since they are teaching and advising them about the job. Partner 2 finds the candidates and send their contact information to Partner 1 and Partner 3.

4.0 METHODOLOGY

In this chapter the methodology for this thesis will be defined, discussed, and explained. Methodology is the "combination of methods used to enquire into a specific situation" (Easterby-Smith et al., 2021, p. 70). The methodology is the framework for the research (Hammond & Wellington, 2021).

The philosophy of the research will be defined and explained. Then the research design and method will be covered, and how the two data collection methods were done. Lastly, the quality of this research will be evaluated.

4.1 Research philosophy

The research philosophy is the stem of the research, it explains the assumptions of the researchers and how they view the world (Easterby-Smith et al., 2021). Ontology explains the basic assumptions of the nature, while epistemology is the assumptions about the "best ways of inquiring into the nature of the world" (Easterby-Smith et al., 2021, p. 70). While the reasoning explains how the relationship between data and theory is (Johannessen, Christoffersen, & Tufte, 2020).

4.1.1 Ontology

Ontology is "the basic assumptions that the researcher makes about the nature of reality" (Easterby-Smith et al., 2021, p. 70). According to Easterby-Smith et al. (2021) there are four different ontological positions, but the relativism position is the most fitting in this thesis. Relativism is "that the phenomena depends on the perspectives from which we observe them" (Easterby-Smith et al., 2021, p. 72). In relativism there might be "many truths" and the "facts depend on viewpoint of observer" (Easterby-Smith et al., 2021, p. 75).

The facts will depend on how the researcher views them, meaning that different researchers might identify other facts or view the facts differently. Social partnerships can be viewed from many different standpoints, and which standpoint you take will affect the quality of the thesis through the findings, discussion, and conclusion, as well as the neutrality of the research. All the partners will have the same goal for the partnership, at the same time the researchers' views may differ regarding the partnership. Viewing the partnership through a financial lens will differ from using a societal value lens.

4.1.2 Epistemology

The epistemology of the research needs to align with the ontology. Epistemology can be explained differently, Steup and Neta (2020) define it as "the study of knowledge and justified belief", or more adequately explained with "epistemology is the study of the nature of knowledge and ways of enquiring into the physical and social world" by Easterby-Smith et al. (2021, p. 77). Social constructionism "focus on the ways people make sense of the world – especially through sharing their experiences with others via the medium of language" (Easterby-Smith et al., 2021, p. 78). Constructionism, which is a weaker form of social constructionism, uses "mainly words with some numbers" (Easterby-Smith et al., 2021, p. 80). The constructionist point of view believe "that there may be many different realities" (Easterby-Smith et al., 2021, p. 81). To a social partnership there are different realities for not only for the partners, but also for the society and the researchers. Every stakeholder might perceive different reality for the partnership.

The constructionist assumption of multiple realities, means that "the researcher needs to gather multiple perspectives through a mixture of qualitative and quantitative methods" (Easterby-Smith et al., 2021, p. 81). Combining different research methods is called triangulation, with the idea "that it can be useful to combine research methods" (Easterby-Smith et al., 2021, p. 81). Triangulation is useful for observing a phenomenon through different methods and standpoints, and it can work as a control function for cross-validation of the findings.

4.1.3 Reasoning

The relationship between theory and data can have three different forms, more precisely abductive, inductive and deductive reasoning (Johannessen et al., 2020). In this thesis abductive reasoning, which is "reasoning where we connect an observation or instance to a theory by means of plausible interpretation", was found suitable for the thesis (Easterby-Smith et al., 2021, p. 267). Abductive reasoning goes from data to theory, from theory to data and again from data to theory (Johannessen et al., 2020). Abductive reasoning "involves making plausible connections" with what is known, but only the best prediction and not a conclusion (Easterby-Smith et al., 2021, p. 267). Since there are many realities and truths, there cannot be a correct answer or conclusion to the research. There might and possibly will be many different predictions and assumptions that are affected by the perspectives of the researchers. It can be made some plausible connections between the theory and data, but these are plausible connections and not conclusions.

4.2 Research design

"A research design is a logical plan for getting from here to there" (Yin, 2017, p. 26). The research design "articulates methods and techniques for all stages of the research process and justifies their appropriateness in relation to both the research question (…) and the research context" (Easterby-Smith et al., 2021, p. 102). Easterby-Smith et al. (2021) describe three different orientations of research design positivist, constructionist, and mixed method. The three orientations have "different strategies and principles", even though there can be a great difference within one orientation (Easterby-Smith et al., 2021, p. 102).

The research question decides the research design. A mixed method orientation, more specifically case study research, will be most fitting since the focus is on a social partnership.

4.2.1 Case study

A case study is "a research design for the investigation of a phenomenon in its real-life context by focusing on one, (…), cases" (Easterby-Smith et al., 2021, p. 127). A case study can examine everything from one case to multiple cases, but the cases must be within the same context (Yin, 2017). There are different reasons to choose the various case study designs, depending on the epistemology of the researchers (Easterby-Smith et al., 2021). "Advocates of single cases generally come from a constructionist epistemology" (Easterby-Smith et al., 2021, p. 127).

A single-case study must fulfil one of the five rationales, which are "critical, unusual, common, revolutionary, or longitudinal", but at least one of them (Yin, 2017, p. 49). "An unusual case, deviating from theoretical norms or even everyday occurrences" (Yin, 2017, p. 50). The case of the social partnership can be defined as unusual in the form that there are few partnerships are similar and do similar activities, the partnership in this case deviates from the theoretical norms. The thesis uses a holistic single-case study as described by Yin (2017). The research design is fitting due to the single unit of analysis in the thesis (Yin, 2017).

4.3 Research method

"Research method provide the means through which data are gathered within a research study" (Hammond & Wellington, 2021, p. 127). The methods cover how the data should be collected and what kind of data is needed to answer the research questions (Easterby-Smith et al., 2021). The collection can be qualitative, quantitative or mixed methods (Easterby-Smith et al., 2021).

4.3.1 Mixed method

"Mixed methods research is formally defined here as the class of research where the researcher mixes or combines quantitative and qualitative research techniques, methods, approaches, concepts or language into a single study" (Johnson & Onwuegbuzie, 2004, p. 17). The thesis uses mixed methods through qualitative method with interviews and quantitative method with survey.

For research that uses both qualitative and quantitative methods two main considerations need to be done, the sequencing and dominance of the methods (Easterby-Smith et al., 2021). "Sequencing refers to whether one method goes before the other" while "dominance is a matter of whether one method uses significantly more time and resources than the other, or whether they are roughly balanced in importance" (Easterby-Smith et al., 2021, p. 134). The primary method in this thesis is qualitative, therefore the qualitative data was collected first according to the principles of sequencing and domination. The quantitative study was conducted after the main interviews, to compare if the Project's employees have the same understanding and perceptions as the management about the partnership.

With the constructionist epistemology where words are in focus, and they use some numbers, the sequence and dominance of the methods must also conform to it (Easterby-Smith et al., 2021). The constructionist epistemology justifies asymmetrical use of methods in the thesis.

4.4 Qualitative data collection

With a qualitative method, the data "are pieces of information gathered in a non-numeric form" (Easterby-Smith et al., 2021, p. 189). Through a qualitative method the data gathered is often in a textual form (Johannessen et al., 2020). The qualitative approach gives the researchers detailed and in-depth information about the phenomenon (Johannessen et al., 2020). Through a qualitative method, the data gathered is often in a textual form (Johannessen et al., 2020).

4.4.1 Interview

Written correspondence and interviews are two ways of collecting data (Easterby-Smith et al., 2021). The most common qualitative data collection method is interviews (Johannessen et al., 2020). “Interviews are directed conversations evolving around questions and answers about a certain topic” (Lofland & Lofland, 1984, in Easterby-Smith et al., 2021, p. 194). The most appropriate data collection method for this thesis is interviews because the informants could explain more openly and freely on the different topics than written correspondence. In some instances, written correspondence was used to clarify some information from the interviews where a follow-up interview was not feasible or necessary. One informant was unable to attend a physical interview and wanted the interview to be a written correspondence.

There are different ways to conduct interviews, two of them are in-person interviews and remote interviewing (Easterby-Smith et al., 2021). In-person or remote interviews, done through Microsoft Teams, were both desired since the interviewers could see the informant’s non-verbal communication, which is important to understand the informant and their statements. All informants got the choice between in-person or Microsoft Teams, and all chose to do it remotely. Doing it remotely are less time-consuming for both parties since there is no need to travel somewhere and some benefits of in-person interviews could be covered by the visual aspect of using Microsoft Teams.

Before the data collection started, a meeting with Partner 1 was held. This meeting was face-to-face, which started the relationship building with the informants from Partner 1. During the meeting with Partner 1, the intention of the thesis was presented, and Partner 1 talked more about the Project. So that on the Microsoft Teams interviews with the informants from Partner 1 some relationship with them were already built.

The interviews were formed semi-structurally with a pre-set interview guide. Semi-structured interviews are “a research interview that covers a number of predetermined topics or questions but also allows for flexibility (…), and for the introduction of new ideas and lines of questioning” (Easterby-Smith et al., 2021, p. 195). The flexibility to ask about other topics and questions than the interview guide covered made it possible to ask clarifying questions and to get the informants to elaborate on certain statements. The flexibility made it possible to cover other topics that the informants brought up, that could be important to get a deeper understanding about.

4.4.2 Notification form and informed consent

When conducting interviews, one needs a permission from Sikt. Sikt (n.d.-b) is the “Norwegian Agency for Shared Services in Education and Research”. “Sikt’s notification form is a digital form that you as a researcher or student fill in when you are going to process personal data” and it should be sent “at least 30 days before the data collection” (Sikt, n.d.-a). Since personal data was collected, and personal data can be defined as “any data that can be linked to a person”, a notification form had to be sent (Sikt, n.d.-a). A recording of the interviews are also personal data (Sikt, n.d.-a).

Sikt have to assess and approve the notification form before data were collected (Sikt, n.d.-a). Sikt “ensure that the planned processing is in accordance with data protection legislation”, and following this legislation is important both for privacy and protection reasons (Sikt, n.d.-a). With the approval from Sikt, the legislation is followed satisfactory, and that the informant’s privacy are protected in this thesis.

In research especially it is important to have informed consent (Easterby-Smith et al., 2021). Informed consent means that the informants have the information needed about the research, for example the purpose or use of the research (Johannessen et al., 2020). To ensure that the informant could give an informed consent, a consent agreement was included in the information letter. The information letter followed the template made by Sikt (Sikt, n.d.-a). The information letter is included in Appendix 1, to show what information the informants consented to before contributing to the study.

4.4.3 Sampling strategy

A sampling strategy “informs the selection of potential research participants and methods for data collection” (Easterby-Smith et al., 2021, p. 200). The sampling strategy aims to recognize logical “instances of the (larger) phenomenon under research” (Luker, 2008 referenced in Easterby-Smith et al., 2021, p. 200). There are many different strategies for sampling, in this thesis the snowball strategy was the most feasible way to gain informants (Easterby-Smith et al., 2021). Snowball sampling is when informants recommend other informants that could contribute to the research (Easterby-Smith et al., 2021). The information about the social partnership is public to a certain degree, but the people working closely with it is not publicly available information. The snowball sampling is useful when not knowing about potential informants, in case studies and when there is private or little public information regarding stakeholders of a phenomenon or when the landscape and scope of the phenomenon is diffuse or difficult to map beforehand.

4.4.4 Informants

The partnership consists of three partners. When choosing informants, all the actors had hands-on experience with the partnership. The informants were from all three partners, but three out of seven worked for Partner 1. The informants from the Project were also employed in

Partner 1, making an overrepresentation from Partner 1. From Partner 1, which took the initiative for the Project, had multiple informants that works and worked closely with the Project that believed they could add value to the thesis. While the two other partners had one informant each that works closely with the Project, expressed by the other informants in Partner 1.

Table 2: Short description of the informants

Informant number	Role	Employer	Short description
1	Initiative taker	Partner 1	Built, designed, and advertised the Project
2	Internal representative	Partner 1	Recruitment, refunds, and support the Project
3	Operational manager	Partner 1	Responsible for the Project
4	Contact person	Partner 2	Finds the candidates for the Project
5	Career advisor	Partner 3	Teach the candidates rules and regulations
6	Café manager	Project	Daily manager of the Project
7	Former manager	Project	Former daily manager of the Project

Informant 1 was the person that took the initiative for the Project and is therefore called the initiative taker in this thesis. The Project was one of the ideas the initiative taker pitched for her leader group, and the leader group chose to proceed with the Project. With the approval from the leader group, she initiated the work with the concept of the Project. She was one of them that built the Project, did the interviewing, and advertising among other things. After the Project launched, she passed it on to the internal representative and the operational manager who took care of it further. The initiative taker has worked with the Project since the beginning and has much knowledge and understanding of what has been done and how it was done before opening the café. She still has some tasks connected to the Project from time to time.

Informant 2, called the internal representative within the thesis, got involved with the Project right before the recruitment process. During the recruitment process, she met the contact person and started their work together with the Project. The internal representative has a support function for the café manager. For the Project, she is the representative for Partner 1 in the partnership meetings, excluding the café manager. She works with refund schemes, contracts of different kinds, and staffing towards the Project, mainly through the regular partnership meetings. Her time spent on the partnership has decreased over time.

Informant 3 is the operational manager for Partner 1. He has an extensive portfolio of different businesses under his leadership, his portfolio is diversified with many cafés and similar concepts. Therefore, it made sense that he would be connected to and responsible for the Project. At the same time, he expressed that he felt a personal connection to the Project and wanted to be a part of the Project since he was insecure at the start of his working career and fell out of school. Today his role is very connected to the café manager of the Project and different key performance indicators (KPIs) in different forms. The café manager of the Project contacts the operational manager when orders need to be placed, and when she needs help with the personnel and employment. Since the Project is similar to the other businesses but is being managed differently, some KPIs had to be changed, which he was a part of. He works 3-4 hours weekly with the Project.

Informant 4 is the contact person, hereby called the contact person, for the partnership at Partner 2. After the partnership became formal with a strategic agreement, a set contact person was ensured, which was the contact person. She was a part that confirmed to Partner 1 that there was a need for the Project, but not a part of the designing process. The contact person is a team leader in Partner 2 and feel a personal connection to the Project. The candidates are within the system of Partner 2 and are introduced by other employees at Partner 2 to the contact person that takes them further. She is a part of the partnership meetings as the representative from Partner 2. Her involvement with the partnership is estimated to be approximately one day a month.

Informant 5 is a career advisor, hereby called the career advisor, working for Partner 3. The career advisor and her employer got requested to contribute with their competencies. Since it became clear that the Project needed it. She has worked very close with the employees and the possible candidates for the Project. The career advisor serves as a support function for the café manager, helping with some of the struggles she meets at her job with employees. The career advisor's main tasks connect to evaluating and teaching the candidates of the Project and the formal requirements of Partner 1. The contact person first contacts the candidates and sends them forward to the career advisor, and then the career advisor has the first meeting to check if they are a good match for the Project. The career advisor does not have an idea of how much time she spent working with the Project, the only form of structure she has regarding this is she uses a different colour in her calendar. The career advisor has an introduction course for the Project and takes the candidates through it. The career advisor has some informal contact with the employees by going to the Project, drinking coffee, and talking with the employees of the Project.

Informant 6 is the café manager of the Project today. She took over after the former manager, informant 7. She has been the manager for one year but been employed at the Project since the beginning years. The café manager started as candidate and later became the manager. She has gone through the whole process the candidates now go through and understand what they are going through to a certain degree. Her responsibilities grew over the time she worked there, which made her the natural choice to take over after the former manager.

The former manager, informant 7, was the previous manager of the Project for four years. Even though he does not work there anymore, he has worked closely with the partners and the Project. He started the job before the candidates' recruitment process, meaning he has first-hand knowledge about the case. The Project has lasted for 5 years, and he worked as the manager for 4 of those, effectively making him one of the ones with the most knowledge of the Project. At one of his previous workplaces, he worked closely with youth who went to school for those who needed additional accommodations, making him a good fit for the Project. When introduced to the concept and offered the job, he accepted it since he missed having work that really mattered.

4.4.5 Interview guides

With a semi-structured interview, an interview guide or a topic guide had to be formulated (Easterby-Smith et al., 2021). The interview guide was formulated with consideration of the research questions.

The theoretical frame was used to guide the interview and the questions, and then it was used to answer the research questions, which makes it important to use when formulating the interview guides. The questions were based on the literature regarding social partnership, social accountability, value co-creation, measurement and the formation and evolution of the partnership, defined in the theoretical frame.

Easterby-Smith et al. (2021) describes the formulations of the questions as important, the researchers should reflect on how the informants might react and feel about the questions and topic to have a satisfactory interview for both the informants and the interviewers. The questions "should be clear and easy to understand. Good questions give open-ended answers and allow respondents to report or reflect on an experience and certain pieces of information" (Easterby-Smith et al., 2021, p. 202). The formulation can affect the answers the informants give. Two different interview guides were formulated, one for the partners and one for the Project given the nature of their involvement. The different interview guides covered different topics and aspects of the Project and the partnerships.

To increase transparency and how the information and data was gathered, the interview guides is included in Appendix 2 and Appendix 3. In the interview, the partners and the Project were not anonymized, but in the interview guides added in this thesis the names of the partners and the Project were removed.

4.4.6 Recording and transcription

The interviews were audio recorded to ensure that the data and information were correct. The consent to record was given verbally by the informant. The interviews were recorded on the app Diktafon by Nettskjema (Universitetet i Oslo, 2017). The recordings were immediately encrypted on the phone and sent to a form in Nettskjema, the recordings could only be listened to through Nettskjema on their web-page and not the app (Universitetet i Oslo, 2017).

Text is more manageable than recordings, therefore it was decided to transcribe the interviews. There are different methods to transcribe, it can be word-for-word or transcribe the parts of the interview that are evaluated to be important or relevant (Johannessen et al., 2020).

4.5 Quantitative data collection

Quantitative methods data are numbers, compared to the qualitative methods data that are text (Johannessen et al., 2020). A quantitative method is for understanding the width and not the depth of the phenomenon (Johannessen et al., 2020). To get the knowledge of the employees understanding and opinions about the Project and partnership which is the phenomenon. Quantitative research is eligible for seeing the phenomenon's width and is unsuitable for going in-depth like qualitative research. In this thesis, the quantitative methods are used for triangulation of the qualitative findings.

4.5.1 Survey

One of the primary data sources in the quantitative method is surveys (Easterby-Smith et al., 2021). "Surveys are a useful tool to gauge opinions, understand behaviours and other characteristics of people and organization" (Easterby-Smith et al., 2021, p. 318). When it comes to the employees of the Project, which is the activity of the social partnership, the desire was to map their opinions of their workplace.

Since anonymity was essential in this thesis, web- and paper-based surveys were fitting alternatives (Easterby-Smith et al., 2021). The one chosen is the web-based survey since the it is easier to use and made it easier to reach the respondents. The link to the survey was sent to the café manager, who shared it with the employees at the Project.

Surveys can be prestructured, open or a combination (Johannessen et al., 2020, p. 286). It was decided to have a combination of prestructured and open questions. Most of the questions were prestructured with a given set of answers to make it faster and easier for the respondents to answer the survey. Some of the questions also had an open-answer alternative, to ensure that the respondents had the possibility to answer what they wanted. The survey with the questions and the possible answers are included in Appendix 4.

Since surveys are not flexible like interviews, and since misconceptions cannot be solved fluently, formulating the questions and answers precisely is therefore important (Johannessen et al., 2020). The questions should be open, not leading, and the language should be clear (Easterby-Smith et al., 2021, pp. 320-321). The answers and questions should also be clear, covering all possible answers the respondents might have, but at the same time not overwhelm the respondents with too many alternatives (Johannessen et al., 2020, p. 291).

A scale is meant to illustrate to which degree the respondents agree or are satisfied with the questions (Johannessen et al., 2020). The scale has five different values or steps, since having an odd number of alternatives are connected to a better data quality which is wanted and needed in research (Johannessen et al., 2020). This is because odd numbers pose a neutral alternative in the options, opposed to even numbers that do not give this option.

Table 3: Scale

I svært liten grad	**I liten grad**	**Vet ikke/ Verken eller**	**I stor grad**	**I svært stor grad**
To a very small extent	To a small extent	Don’t know/ Neither	To a large extent	To a very large extent
O	O	O	O	O

All the five values were given a textual form, which is shown in Table 3. Since the case is a Norwegian social partnership, the scale was in Norwegian in the survey, but an English translation is included in Table 3.

The survey went through a pre-test before being sent out to the respondents. This was done to ensure that the formulations, words, questions and the possible answers were formulated well and to reduce the possibility for the respondents to misunderstand (Johannessen et al., 2020).

Five people, in their 20s with different cultural and academic understandings, were asked to go through and answer the survey and give their comments when they were done. Where the pre-test subjects got stuck or misunderstood the meaning of the different questions and answers, changes were made. The questions with bad wording and connotations that lead to misconceptions were changed until clarity was achieved. After the changes were done, they went through the survey again and gave their final comments.

4.5.2 Population and sample

Population is defined as “the set of entities about which a researcher wishes to draw conclusions” (Easterby-Smith et al., 2021, p. 444). Since the research question regards social partnership and the survey are made to map the opinions of the Project employees, the employees of the Project will therefore be the population. Since the population is limited to one partnership, with a limited number of employees, the sample selection will be the whole population.

With a limited population and at the same time asking about some sensitive topics, the survey needed to be anonymous. An anonymous survey could help ensure a better quality of the answers since the employees were anonymous. Personal information as gender, age, and what type of employment they have was not collected, nor were their IP-address or e-mail address. By not collecting personal information, the population could not be identified by any means.

4.5.2.1 Representativeness

7 out of the 16 candidates working at the Project have answered the survey, giving a response rate of 43.75%. To think that 7 respondents represent the whole population of 16 is irrational and conflicts the quality of the results and study. Therefore, survey results meant for some triangulation of the qualitative results, as verifying or discrediting the qualitative part. The low response rate means that the results cannot be generalized fully, but some tendencies can be seen in the data.

4.6 Quality

It is important to ensure and analyse the quality of the research. Since the method of this thesis is mixed methods, both the quality of the qualitative and quantitative method needs to be analysed and evaluated. The quality of the findings and conclusion in the thesis depends on how well the questions is asked, and survey is formulated, and how the data is used in findings and analysis.

4.6.1 Validity

Validity is “the extent to which measures and research findings provide an accurate representation of the things they are supposed to be describing” (Easterby-Smith et al., 2021, p. 108). Validity can be split into both internal and external validity.

Internal validity is the "assurance that results are true and conclusions are correct through elimination of systematic sources of potential bias" (Easterby-Smith et al., 2021, p. 109). Potential biases in this thesis can be confirmation biases when analysing the data to confirm their expected results, effectively excluding other relevant information that conflict with the researchers' expectations. Being conscious of biases reduces the risk of conflicting with the validity of the research. Hence, it is crucial to have an active approach to own biases when analysing and concluding.

External validity, also called generalizability, is "whether the results of the research can be generalized to other settings or context" (Easterby-Smith et al., 2021, p. 110). Since the method is mixed, the qualitative and the quantitative research will be evaluated both alone and in combination.

There might be a possibility to generalize the results from the qualitative method, but the possibility is low in this case. Since the partnership focuses on a specific social issue and tries to solve it their own way, other similar partnerships might try other possible solutions to the same social problem. The collaboration of the partners in other partnerships might be different, but at the same time, it might be similar. All partnerships with a public partner might have to go through similar processes, but some of the processes might be specific to the partnership. The partnership is special, and there are no one or only a few similar concepts in Norway, one could argue that the results can be generalized to all partnerships that is similar and working with the same concepts.

The quantitative method focuses on a limited number of people and their opinions about their workplace, it will be difficult to generalize their results to other similar concepts and workplaces. The respondents can only answer for themselves and their opinions, which will differ from organization to organization and from workplace to workplace. The respondents are primarily young adults, meaning that the data will not be generalizable for other workplaces where older people are also working.

It can be difficult to generalize the results since both the partnership and the Project are unique. It might be possible to draw some similarities with similar concepts, but this will further research.

4.6.2 Reliability

Reliability is "the consistency of measurement in a composite variable formed by combining sources on a set of items" (Easterby-Smith et al., 2021, p. 120). With a constructionist view reliability is connected to the question of "will similar observations be reached by other observers?” (Easterby-Smith et al., 2021, p. 146). Reliability is critical in quantitative research, and inappropriate for qualitative research (Johannessen et al., 2020).

Qualitative research depends on the context, the data collection is not structured in the same way quantitative methods are (Johannessen et al., 2020). The reliability can be strengthened by describing the context and an open and detailed explanation of the approach during the research process (Johannessen et al., 2020). To strengthen the reliability in this thesis the case and context is described in Chapter 3, and the whole research process is explained in Chapter 4.

5.0 EMPIRICAL FINDINGS

In this chapter the empirical findings from both the interviews and survey will be presented and placed within the categories they fit into. The findings will from all informants will be presented together whether they support each other’s statements or not.

5.1 Initial idea and thought

“We asked ourselves if we could create something more here or create something new?” asked by the initiative taker, she further stated that Partner 1 had the possibility such a social project since “we have our model and the economic power to create something greater”. When referring to their model, the informant is indirectly talking about the social and stakeholder focus of giving back to the owners and stakeholders of Partner 1. The initiative taker further elaborated that “our goal was to create something more for a group we believed deserved a new opportunity and, as we generally see, are very good at working in a store if they just get the chance”. The internal representative expressed the intention to “be a cool coffeeshop and then the thought of it being operated differently, that it should not be an ordinary hiring process”. These statements were again supported by the operational manager with the statement whilst “taking care of the people, the youth, and give them a new chance and get into the working life. Make something greater than the regular cup of coffee”.

“To be a part of the inclusion effort”, but also “having a strong wish to give back” are two aspects the contact person mentioned to be the intention of forming the partnership. The contact person involvement in the beginning, was to confirm that there was a need for the Project. The contact person feels that Partner 2 “always have to be searching for opportunities to help people out to work and to think of new ways are never stupid”. The contact person also expressed that it is important to a genuine interest for the concept, which she has.

The career advisor stated that “for Partner 1 and us, is the humans the most important sustainability”, “if we don’t take care of the people we have and ‘recycle them’ in some kind of way, then we will get nowhere" and "we need to use all the resources we have and show that all people is worth something regardless".

When the former manager was asked about the reason for Partner 1 to establish the Project, he answered "it is a social responsibility. (…) it is good publicity to take social responsibility around a difficult group of people, but also obviously reputation management".

The internal representative does not define the social problem but connect it to youth and employment. Helping the youth getting back on track, giving them safe space and more accommodations are some aspects they are doing to solve the social problem.

The need the Project are fulfilling in the society is connected to the 17 youth the former manager have helped getting a permanent job. He believes that they most likely would have still been in their childhood room or working on a training contract at a kindergarten and still be in that loop.

"To find a concept that is a bit different, a bit innovative, and points only to youth and it is a cool concept by Partner 1" was told by the contact person to be the goal for Partner 2 to join the partnership.

When asked about if the goals have developed or changed since starting the Project, the goal of breaking even seems to be loosely set, with the statement of the initiative taker:

> *The only thing that might have changed is our thinking that even if it doesn't break even, it's still worth it. So, in that sense, it might be the only change in value that it still holds up even stronger in a way, even though the financial aspect is a bit in the red. (The initiative taker).*

This is somewhat supported by the operational manager stating that he on a personal level "focuses more on the human aspect than dollars and cents". Meaning that it has been a personal development in addition to the development in goal perception.

The initiative taker describes the supreme value as "the big journey for the individuals" and "the culture created for these people, the security provided, the act of building people up (…) which add value to others around and in our portfolio". She further elaborates that it is the "truly unique culture and chemistry that happens inside that space, which I would say is the value that touches me the deepest".

The internal representative expressed the value creation to be "in the collaboration quite simply" further explained with "that one has each other to play on, (…), if Partner 1 would have done this alone it would never have worked" was a part of her perception on value creation within the partnership. The internal representative further elaborated with "if it was not for Partner 2 and the contact person, that internally maybe have taken some battles" and "also

Partner 3 and the career advisor gradually have been really important for the café manager to ensure that she gets a more manageable everyday life".

The value creation explained by the contact person is that "you can take forward UN's sustainable development goals, you prevent very much. Better health obviously, you are a part of something you get to be a part of an environment and you get friends, it becomes a family". Most of the value are closely connected to the candidates and including them, giving them a place the belong and where they are welcome.

The career advisor in Partner 3 stated: "the value creation is that we create workforce and resources, and that we create happy people" and further "it is a win-win situation where we get something out of it, at the same time Partner 1 and Partner 2 get something out of it. But most importantly, the candidates get something out of it".

The café manager stated "giving young people a new chance, helping them move forward in their careers, and contributing to the community" when asked about the value creation of the Project. Further elaborated with:

> *We discussed this at the last meeting with Partner 2, and they calculated that about 28 young people have gotten a new job after being with us. We are very happy about that, to be a steppingstone for getting into work. It means a lot to have something to go to in everyday life. (The café manager).*

The operational manager points to several factors for why the Project is important including taking care of a vulnerable group of young people, giving them confidence through accommodating a stable everyday routine. He further stated that "in addition we see that most candidates have found regular jobs within or outside of Partner 1". Further he stated that "it is very fun to see the development of the candidates, how they go from being shy back in the kitchen to stand in front treating customers". Even though the operational manager does not have a very active part in the partnership he is "getting to know most of the employees and staff on the Project and hearing their stories".

The initiative taker stated, "if we zoom out a bit, we can imagine that all these young people, these youths, perhaps have 10 individuals in their closest circle who are affected by them and see their growth". Describing another level, she stated that:

> *You have a working life that gains access to absolutely amazing people who may have been a bit down, but you get an incredible, you get really great people, because they have hit the wall early and something happens with this type of people that is really nice. (The initiative taker).*

On the customer level the initiative taker said, "I am drinking my coffee at a place where it means more", meaning that purchasing coffee at the café has a value beyond buying coffee at a regular café.

5.2 Partnership formation, evolution, and possible extensions

The initiative taker stated that she had a lot of contact with current partners and other potential partners to ensure that the Project was feasible and need. And that in this process the organizations she contacted "gave us the security that they were going to support us, we see that this is new for you, we have people who need this initiative, trust us", "so the persons we talked to made us confident enough to initiate and follow through the Project".

When initially forming the partnership, the initiative taker had a broad partner sourcing process. They got the feasibility of the Project confirmed by Partner 2 and some high schools. In addition, a representative for the regional hospital, one from the municipality and a representative from the county municipality was involved in this but did not join the Project.

The initiative taker described that the high schools in the municipality contributed at the start of the Project, but the high schools were too unsure and took a step back. The contact was more as a potential contributor with training candidates, but since they have multiple formal requirements, they did not know if the Project could fulfil those requirements, this is further corroborated by the internal representative.

When asked about teambuilding and the building of trust and relations between the partners, every informant expressed that they did not have any formal form of teambuilding with the partners. The relationships and trust were built organically over time between the Partners. The former manager on the other hand expressed that him and the candidates had some teambuilding in the beginning of the Project, where they went to a coffee bean roaster and tasted different coffees.

The three informants from Partner 1 all agree that Partner 3 was included in the partnership to support the manager at the Project and that Partner 3 was needed. How Partner 3 was contacted, was the internal representative unsure about, she wondered "if the contact person in Partner 2 had something to do with it". Partner 3 was fulfilling the need for a closer support of the Project, expressed by the initiative taker "so I think Partner 3 became a kind of support arm for the leader to handle the complexity, not just in the financial aspect, but also in the human relationships" and that it was a need for a person to have "close follow ups with the candidates to keep the wheels turning". The internal representative also expressed that the need for Partner

3's services was present, and the operational manager with the statement "that it became more complete" meaning the partnership.

The partnership became formalized by contract between Partner 1 and Partner 2 later, expressed by the internal representative. The contact person confirmed that it was Partner 2 that initiated the formalization of the partnership, where all the services Partner 2 can deliver is covered.

The contact person got confirmation on "how important work is in an incredible number of areas and being allowed to be a part of something is essential". The operational manager "sees more the human behind the facade", and "focuses more on the human aspect than dollars and cents" after "getting to know most of the employees and staff on the Project".

When asked about additions to the partnership, the internal representative did not know about any current need for an additional partner. The internal representative thought the high school could be a possible extension to the partnership, since the high school now knows what requirements the Project can cover for placing apprentices there.

The contact person "feel like we solve it pretty well", underlining that she does not believe there is a need for new partners. The only part she felt was missing was the involvement of Partner 3 in the beginning of the Project.

The former manager "felt early that Partner 2 (…) did not have the capacity to follow up the Project the way it maybe was wanted, because there are no resources for it", and that the need for another partner came clear for him in the beginning. The former manager expressed in the partnership that he felt a need for either a social worker or psychologist. The reasoning behind is that for him there were 17 youth that took his energy with their heavy stories, so that they could talk with someone with a formal education on the subjects.

The café manager stated, "it would have been easier with a common advisor from Partner 2 through whom all information and communication took place".

5.3 Operational allocation and allowance

The initiative taker stated that she "was the one that designed the café, did the interviews, the announcing et cetera" and when everything was finished, she passed on the ball to the internal representative and operational manager. This is confirmed by the internal representant that stated that "the initiative taker and the operational manager were the first that started working with the Project". The operational manager joined due to the "nature of his work".

The initiative taker stated that she "does some marketing" and "giving some presentations to stakeholders" using approximately "a week yearly relating to the Project".

The internal representative "joined right when they started recruiting" and for "collaboration and refunds with Partner 2 (..) in relation to refunds, work training and temporary wage subsidies". Further she "just approve and add what salary it is, what kind of position they will have, and ensure that the practical in the digital agreements are right and correct and approve them". Her connection to the partnership is the approximately monthly partner meetings and supporting the café manager when needed.

The operational manager states that his work is "following up the manager, monitoring KPI's, following up revenue and the cost picture", "placing orders, hiring (…) to aid the manager with the daily operations".

The contact person at Partner 2 describes their role as "to find candidates for the Project". She also stated that "every candidate has advisors from Partner 2" but do not elaborate further on these advisors further than "they receive reports and information on how the candidates function on the job, the road ahead, how one functions socially, if one has observed something et cetera".

The career advisor has "a laidback part" and that she has more of a "background role", "visiting the Project, drinking some coffee and talking with the candidates there". The career advisor's tasks involve:

> *One thing is the training we use to teach them, the new ones who will join the Project. Then there are all these little visits where we drop by to ask how are things going and have regular conversations, because young people often (..) need someone to see them from time to time. (The career advisor).*

The former manager described his tasks as a "potato, best friend, psychologist, boss, structure, routines, shift schedule, salary". He was available all day every day for the candidates. Further he describes that his mission was "building up people in a way" and that it was the most time-consuming part of the job. The café manager stated that her tasks are "follow-ups of the employees, work allocation administrative work and regular café work". When asked about what is the most time-consuming, she stated:

> *General café work. Works a lot on the floor with the others. Stocking, cash register, and cleaning, aiming to lead by example in work ethic. Also, there is a fair amount of time spent on individual follow-ups and planning schedules for upcoming periods. (The café manager).*

The internal representative expressed that the contact person has helped Partner 1 internally in Partner 2, while the career advisor is following up the candidates on a closer level. To the contact persons knowledge Partner 3 are teaching the candidates, and the café manager is responsible for the shift schedule. The career advisor described the different roles as “Partner 1 that does the biggest part in getting people further”, Partner 3 are responsible for the teaching, and Partner 2 to have the resources meaning the candidates. While the former manager added that Partner 3 had a much closer follow-up with the candidates. The café manager expressed Partner 1 is the employer, Partner 2 recruit candidates, and Partner 3 teach the candidates the rules and regulations of Partner 1.

The carer advisor, the contact person, the internal representative, and the café manager attends the monthly partner meetings. The career advisor describes the agenda on these meetings to be “map where are we, what do we need”. Further she elaborates with “how have things been, what works, are there any new people coming in, is there anyone who needs to leave, do we have any challenges?”. She also describes that the HR department of Partner 1 is the one that “push the buttons and accepts these things” when talking about the effectuation of the discussions.

This is described more extensively by the internal representative “how many people are there”, “if the employees are ready for a weekend shift, how the shift are set up and who may be applied for with the various refund schemes”. The operational manager also comments on the partnership meetings in terms of the longitude of the agendas and planning “it’s a bit ad hoc, but we try to plan as much as possible ahead of time” and that “there are many people involved, and that means things can quickly change. It’s clear that sometimes, some people drop out on the day, or we get new ones in”. The contact person confirms the short- and long-term planning, but it is “mostly short term”.

The former manager describes the meeting on another level where they discuss the whole process and the status of each employee because it is training for work, and it is a cycle that cannot last forever. Who are getting close to the exit date, what the former manager thought about the candidates that are close to the exit date, getting new employees and candidates are some of the themes under the whole process they cover at the monthly partner meetings.

He further describes some friction between him and Partner 2, since the training are limited in time and some candidates needing more time before they are ready to move on. He therefore resisted Partner 2’s wish to push the candidates to work training in other organizations, because he strongly believed they were not ready yet. He also added that the contact person from Partner 2 was as flexible as she could, but he perceived the problem as the rigidity of the bylaws and rules in Partner 2. The café manager adds a talking point is staffing and “whether there is enough workforce in the face what I might need going forward and how things are going in general”.

The initiative taker stated that “Partner 1 is the leading part” but “without the help of the other partners we would be nothing”, “but again, it is our café and it’s up to us, for better or worse, how things are here, the economy and, well, they are in our portfolio”. The internal representative supported the initiative taker with the statement that Partner 1 “is the owner and is completely and responsible for both the economy and all the people”. The internal representative expressed “its Partner 1 that ultimately decides” what the future for the Project will look like. “After all, it is us who are the owners of the concept and the Project” told by the operational manager supporting both the initiative taker and internal representative.

The contact person expressed that if the café manager expressed that a candidate had to stay, the café manager would get the deciding vote. Further elaborating that they need to consider that it is a café that must be operated, and that it cannot be only new candidates. The contact person said, “nobody can run a solo run”, further expressing that “I cannot go in and then cancel someone without talking about it then everything would become chaos which requires them to talk with each other often”.

“It was mostly me that took the decisions down there” without elaborating on what he meant, meaning that the former manager might perceive that there is a small hierarchy. The former manager later expressed he believed that there are no hierarchy within the partnership.

The financial flow of the partnership is complex, due to many different reasons. As seen in Figure 5, there are many different aspects of the financial flow of the partnership that goes between the partners and the Project that can be difficult to understand.

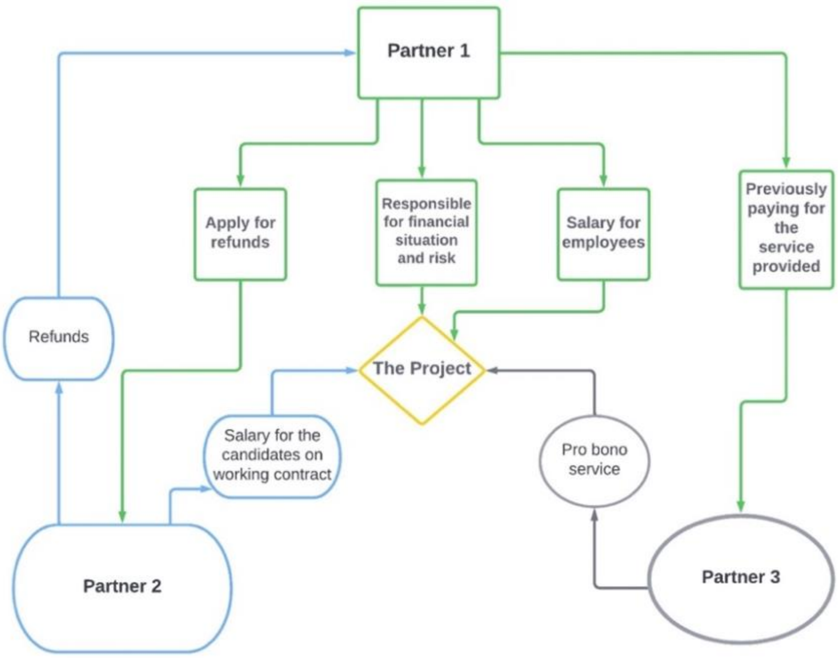

Figure 5: Overview over the financial flow of the partnership developed by authors

All informants from Partner 1 stated that Partner 1 is the owner of the Project. Since Partner 1 is the owner of the Project, they are responsible for both the financial situation and risk of the Project. The Project have "budget for sales, salaries, rent, operating costs, et cetera, so the budgets is standard. The difficulties with the Project have been to estimate the salaries on a general level" told by the operational manager. The operational manager further elaborates that "the insecurities are due to many different schemes on how the employees are financed, both from themselves and Partner 2 through refunds".

Partner 1 is covering the salary of the employees that have a temporary training contract with them. Relating to the salary of the employees at the Project, Partner 1 is applying for some refunds from Partner 2, expressed by the internal representative. While the career advisor expressed "Partner 1 gets some money back for every hour" by Partner 2 since Partner 1 are covering the salary. The refunds schemes are on an individual level "it is rules for how long they can have it and there are different contribution schemes (…) how high rate we get back", further expressed by the internal representative.

When asked about the Project losses the operation manager stated, "I cannot speak about the numbers, but we lose a substantial amount of money, and when I say substantial it is substantial". He also does not know about how much of the salaries of the candidates that are covered by refunds and how much they pay themselves but stated that "one can maybe say that we pay half on half".

Partner 2 is an "involved party, where they have continuous observation with those who are under a training contract and they are responsible for the economic part", expressed by the contact person. Further explaining that Partner 2 "are responsible for the financial part, so when someone wants to join the Project and then they get their payment through us who approve benefit or unemployment benefit". When the candidates get a temporary contract through Partner 1, Partner 2 give some refunds stated by the contact person.

Partner 3 is currently covering the costs of their services, expressed by the internal representative, operational manager, and career advisor. "For the last 8-9-10 months, we have worked for free" told by the career advisor, while the internal representative expressed that "Partner 3 have covered it in a way" indicating that Partner 3 is giving their services pro bono to the partnership. In the beginning it was Partner 1 that covered the costs related to the service provided, expressed by the internal representative. The internal representative and operational manager expressed that the financing of Partner 3 might be up for discussion.

5.4 The Project: The candidates and challenges

The internal representative described the candidates to be youth with various challenges, without explaining further of what kinds of challenges. “Some candidates might never have had any friends or colleagues, suddenly got a workout buddy, they hang out in their spare time” are some words used to describe the candidates by the contact person, further describing the candidates to be very insecure. Some of the reasons that youth become candidates are, as expressed by the contact person:

> *It is youth that do not have any work experience, it can be youth that are on their way to fall out, it can be youth struggling with mental health, and it can be youth that have been in contact with misuse of drugs. (The contact person).*

The former manager described the candidates as youths that have fallen on the outside and that he had to think a few extra times before expressing himself to the employees to ensure that he would not offend anyone. The former manager said, “it is often a reason behind it, and it was shown time and time again, and that it is a lot of heavy stories out there”. the former manager describes the candidates as anxious. He also described them as extremely introverted and scared of making mistakes.

The former manager expressed that the youth might have to go outside for air, and having bad and heavy days are acceptable. Corroborated by the contact person with the description of the candidates to might have to walk out of the café to catch their breath, or to dry their tears.

The operational manager described the development of the candidates as “they usually start in the kitchen, where they might stand a bit in the background, (…) not directly in contact with costumers. After a few weeks, they’ll likely be standing at the counter, taking orders from customers”. The café manager describes the candidate’s development as “there is a big difference. Those who start in the kitchen usually always end up at the cash register after a short while and prefer to stand there once they have become comfortable”.

Table 4: Candidate progress in their favourite tasks

		Cook food	Make coffee	Dishes	Checkout	Clean	Storage
1	Start	O		O		O	
	Today	O		O		O	
2	Start	O		O		O	
	Today	O		O		O	
3	Start		O		O		
	Today	O	O		O	O	
4	Start	O		O			
	Today				O		
5	Start		O				O
	Today		O				
6	Start		O				
	Today		O		O		
7	Start	O					
	Today	O					

As seen in Table 4, some of the favourite tasks have changed for some candidates, but it is not the case for everyone. Candidates 1, 2 and 7 have not changed their preference in task from when they started, while candidates 3, 5 and 6 have added a few extra favourite tasks to their list. The only candidate that has changed favourite task is 4. While some candidates have added a preference on the tasks in the front, most of them have not and seem more comfortable conducting backstage tasks.

When asked if something could be done to increase their well-being for the candidates at work, one candidate expressed they wanted to start to making coffee in the espresso machine and checkout. Another candidate expressed a better work allocation and better communication could increase their well-being at the Project. Five candidates ask co-workers for help, while two ask the manager, advisor, and supervisor when they are facing different challenges at work. This is interesting both from a dependency perspective but also for seeing the culture at the Project.

Table 5: Growth at work in numbers

	To a small extent	**Don't know/ Neither**	**To a large extent**	**To a very large extent**
Included in the working life		1	6	
Personal growth because of work	1	1	5	
Utilize your potential at work		4	3	
Arranged according to your needs		2	3	2
Embracing anticipated challenges		5	1	1
Better structure in your everyday	1	1	1	4

The majority of the candidates feel more included in the working life, and they have experienced some personal growth. When it comes to utilizing their potential, the majority are unsure, but the majority of the candidates believe that the Project are arranged according to their needs. The everyday life for many of the candidates has become better. All these show that most of the candidates have experienced growth of different kinds, which is expressed by the partners to be a part of the intention of the partnership and the Project.

The hiring process start with finding the candidates, the contact person expressed "when we find a candidate, when an advisor comes to me with a candidate that is very fit for the Project" further explaining that the first hiring process was a kick-off evening. The kick-off evening is corroborated by the former manager with the statement "a sort of audition, think it was more than one hundred youth that showed up when we had speed dating interviews".

The next step in the hiring process is explained by the contact person to be an evaluation of the candidates, "Partner 3 is contacted to make an evaluation and to train them". The career advisor further described the process to be:

> *I get their names, then I call them, tell them who I am, and call them into the office for a meeting. I talk to them first at the meeting, and then if it has been a hurry for new candidates at the Project, I have taken them with me to meet the café manager and talked with her and drink some coffee there. (The career advisor).*

The café manager supports the statement made by the career advisor, with her own statement "we meet in the café with a cup of coffee to have a chat and feel the chemistry. If the person is interested in joining us, I assess whether they could fit in with us".

After the interview and evaluation by the career advisor, the next step for the candidates is to be "at the career advisor on arrangements and such. And then they start at the café with work training" expressed by the internal representative. Further described by the career advisor that:

> *Before we did it more extensively and used up to a week for training with everyday visits before proceeding to the Project. They also worked with something on the computer and then we talk about how to behave what is ok to do and what is not, and I teach the work routines and absent schemes for Partner 1 and then they have to go through a portal to sign that they have understood it. (The career advisor).*

Throughout the training the career advisor "takes the candidates to the local shopping mall to show them what is good customer handling and what is bad customer handling" and "we talk about things, what can they learn from, what do one not need education to do? Being polite, be kind. And then I talk about a good work environment so one doesn't want to stay home".

The candidates start with a training contract with Partner 2 and the contact person, but to be able to work the weekend rotation they must have a contract with Partner 1. The partners in agreement with the candidates decides when the candidate is ready to step out and move ahead. Some candidates might start to feel ready to move on, many of them are on welfare by Partner 2 and a small contract with Partner 1. The contact person said that this topic is covered in the partnership meetings, where they try to help the candidate with getting another job.

When asked about the work environment on the Project, the café manager stated "it's a safe and open work environment with plenty of space. There's some variation in work effort, which can be frustrating for some. There are many different people".

The informants were emphasizing that the growth of the candidates is important both for them and the Project. Without a personal growth it can be difficult for the candidates to leave the loop of training for work.

Table 6: Welfare at work in numbers

	To a small extent	**Don't know/ Neither**	**To a large extent**	**To a very large extent**
Enjoying work		1	4	2
Increased life quality by working	1	2	1	2
Feel seen at work			5	2
Good work environment		1	3	3
Looking forward going to work		1	4	2

Table 6 shows the candidates perception of the welfare at the Project. The one question most of the candidates agrees on was regarding them being seen at work, where all answers were positive meaning that they felt seen at work, the same case apply for their enjoyment at work. On the other hand, their perception of increased life quality are they not in agreement about, they are all over the scale. The work environment is good according to six candidates. Most of the candidates are looking forward to going to work, where one is unsure. The challenges the candidates have changed some for three, but for four have changed completely.

Every candidate that answered the survey likes to work, likes to be at their job and like to be a part of the working life. For the informants it was important that the candidates are liking being at work. That they get the accommodations needed, and that the work environment is good.

Some of the difficulties the initiative taker expressed was "initially (…) seeing the feasibility and sustainability of the Project, since this was so different from what we usually do", and for others it has been "taking care of the people in the Project in the best possible way" and that she guesses that “the employee puzzle, mental health, financial, refunds” has been the biggest challenges for the others working with the partnership.

The difficulties the internal representative have met are refunds and attending to the Project’s economic situation. There are many employees at the Project daily, the costs connected to the salary is high, and to make sure that some of the economic burdens are removed refunds from Partner 2 are necessary. These difficulties have decreased with time and the increased knowledge, but there are still some struggles with it.

The operational manager supports the statements of the financial situation to be a challenge for the partnership and the Project, stating that “the Achilles’ heel for us is that it is relatively costly” and “staffing has been the most difficult and the follow ups on the staff, but that eased after Partner 3 joined, together with the financial aspect”.

“So maybe the challenges have been in periods with many leaving and then we did not have that many ready and on their way in” stated by the contact person. The rotation might also be a challenge, and “having the solitaire go up” are some additional challenges mentioned by the contact person.

“Partner 2 has very rigid rules (…) so it has been difficult to know what to do and what not to do” stated the career advisor. “The contact person in Partner 2 have maybe taken some internal fights within Partner 2” was told to be a challenge for the contact person by the internal representative. The contact person explained further that the system within Partner 2 is not flexible, and everything does not always fit into the regulations.

5.5 Measurement

When asked about the partnership and the Project were successful the initiative taker stated, “yes I believe so” further elaborated with “but this is still worth it, every year when we look at the numbers, we see that even though it’s in the red, we still believe it’s worth it”. The initiative taker expressed “it’s something that is interesting but not something we have done as far as I know”, when she was asked about measuring the impact. The initiative taker has multiple questions regarding the measurement techniques, wondering how such could be done.

The internal representative expressed that the Project had many success stories, which was her answer to the question of the goal being met. Many of the candidates have progressed in life, they have either gotten a job or started studying. The development of the candidates is “very individual and at the same time very fragmented in relation to when people come in and how many that come in at the same time” expressed by the internal representative.

The operational manager express that they use different KPI's for the Project than what Partner 1 uses for their other stores. The focus is the success stories through the statement by the operational manager "is the human aspect of taking care of people and gaining good stories from there", as a KPI for the Project.

The operation manager stated that they "have employee interviews two times a year", and "we have a yearly survey regarding well-being, care, sufficient training, discrimination, work environment". The data from the surveys are "collected and treated by a third-party actor" and that "each department then gets a score from the third part" and the operational manager "discusses the results with the store manager which then presents it to its employees".

The contact person is following up with the candidates and expressed that there is a report on the other side. But when asked further about the report and how she reports to her boss she said that "it is very joyful to tell the success stories, and that it very joyful to tell things that have gone very good that people have gotten ahead". The contact person expressed that telling these stories are very measurable.

> *We discussed this at the last meeting with Partner 2, and they calculated that about 28 young people have gotten a new job after being with us. We are very happy about that, to be a steppingstone for getting into work. It means a lot to have something to go to in everyday life. (The café manager).*

5.6 External value

The initiative taker expressed that the feedback about the Project is good. The initiative taker further elaborated "those who know about it think it's absolutely fantastic" and "it is often these people like schools, education, state administrators, and politicians who are concerned with these matters". There are also other sectors that have shown interest in copying the concept, told by the initiative taker. The operation manager stated that other companies has been on "visits to see the Project, and one of them ended up with plans about copying the Project, and this possibly ended up with a café at another location in Norway", corroborating the statements of the initiative taker.

Regarding feedback the internal representative talked about "acquaintances is positive both about the place, atmosphere and food" while those who know the concept said, "that it is very good that Partner 1 does it and sort of gamble on it". The former manager was told by people that "damn it was an awesome project" also "what a job you did there".

When the strategic partnership agreement was signed, they, as in Partner 1 and Partner 2, went to the Project and signed it there. Partner 2 and the contact person expressed that they are proud of the concept, the Project, and the partnership.

The career advisor expressed that she believed the concept of the Project to be “not talked about enough in society”, and that she also thought it should be “more portrayed in the media”.

Some informants points to that the Project could be transferred to another areas and grounds. The contact person does not provide examples but believes that it can be done with other businesses than cafés, but she has got request from other locations wanting to copy the concept but is unknowing if this materialized or not. The initiative taker stated that the Project would be eligible for “a nursery for plants and vegetables, there are so many things, an incredible number of roles these types of people can both master and enjoy”. She further points to that it has to:

> *Provide local value for most people making them want to visit the place, and that it is an arena where people can grow. If you have those things in place and that it provides a social benefit (...) then I believe it has the right to life (...) not just in a coffee bar. (The initiative taker).*

The operational manager adds to this stating “we could think like this on other project, stores, cafés et cetera”. He further adds that “it is relevant to continue the Project in another location even after the lease contract expires”. The former manager states that it could have been an “interior store or a clothing store, it is very irrelevant” meaning that the form or business is of less importance than the concept.

The career advisor calls for a structured scheme for managing this better in Partner 1 by using their HR department actively in sending the candidates to other jobs in Partner 1 when they can no longer receive refunds from Partner 2 and or the candidates become mature enough.

5.7 Summary

Neither partners nor informants agree on every aspect of the partnership or the Project. They all agree that it is important to take social responsibility since they can afford it, but the details are different. The value, goal and social issue are defined differently. The underlying meaning of the statements resembles, but the focus deviates.

While they all agree on the description of the candidates, and their growth forms the core of the value, they have various degrees of involvement and tasks. Partner 1 owns and is responsible for the Project, while Partner 2 finds the candidates, and Partner 3 teach the candidates. The partners meet different challenges due to their different competencies and roles connected to the partnership.

Some reports and measures are made but not used to evaluate the partnership. Many informants are unsure how to measure their performance, while the operational manager expressed that they have different KPIs for the Project.

6.0 DISCUSSION

The empirical findings will be connected to the theoretical frame in this chapter. Value co-creation will be the focus throughout the chapter since it the theory that can explain the different findings. The theory on social partnership, social accountability and measurement of social impact will be in the discussion accordingly. Using triangulation, it is expected that the results from the survey should either confirm or deny the statements from the informants.

Since the value co-creation process can be a loop, it is important to both show and explain the partnership in relation to it. The Project has been running for five years and will possibly continue for multiple years to come. There have been at least two loops in this case, and this will be described but it is not always obvious which loop the empirical findings belong in.

6.1 Co-created value

For the partners and the partnership, a part of their social accountability is the Project and its concept. All partners take responsibility for the social problem and try to solve them both independently and collectively.

All partners agree that they co-create value, but their value definition is deviating. Within Partner 1, the internal representative express that the value is in the collaboration, and that the Project would not be without the partners, while the two other informants did not define the value. The initiative taker expressed they wanted to create something greater and new, for a group they wanted to give another opportunity. The operational manager also said it is connected to the coffee being more than just a regular cup, implying that the coffee means more when buying it at the Project. The operational manager and the initiative taker connect the value of the Project to youth and their development, watching them grow and become more confident. While Partner 2 connects the value to prevent the consequences of not reaching the UN's SDGs, while Partner 3 also relates the value to the youth.

The deviant understandings and definitions of the value they create together can become a problem. It is crucial to have the same understanding of the Project and the partnership because they collaborate and work towards the same goals. By having different perceptions, their work towards the goals can compromise their desired social impact. One partner valuing the partnership, while others focus on the youth and candidates can pose challenges for optimal value co-creation.

One can further speculate if it is a liability that Partner 3 joined the partnership later and could not contribute to the problem definition and value description in the first loop of value creation. By entering the partnership later, Partner 3 should be filled in on the value the partnership creates together, also meaning the value should be clear for all partners at this time. Partner 1 and Partner 2 should know and be able to express the value clearly and similarly, focusing on the same aspects. Partner 3 must understand the value and goal of becoming a partner. Partner 3 believe that it is important to feel ownership and be committed to the Project, which they are. The Project needed a support function for both the manager and the candidates, which Partner 3 is doing. Without Partner 3 knowing the overall value of the partnership, Partner 3 can make it difficult to work towards the same value.

After the inclusion of Partner 3, the partners should clearly define the problem together to ensure that everyone are working towards the same goal. This was not done, when looking at their differing definitions of the value. During the partnership meetings they mostly cover short term planning, which the overall goal is not. All agree that the youth and their development is important but did not express it to be a goal.

6.2 Partnership initiation

In the initiation phase, there are multiple tasks that have to be done or at least should be done to operate optimally in the value co-creation. The problem should be defined, affected actors should be brought together and the trust should be built between them (Ansell et al., 2022).

It is always important to have a clear problem definition, by both identifying and describing the problem one is trying to solve, to ensure that the knowledge and understanding needed to do so is present. The problem can be complex but will demand profound knowledge of the different aspects to better the solution. With a limited understanding the rest of the process will be affected negatively. No informant described the problem similarly, which they should have done according to value co-creation, social partnership literature and social accountability literature. Partner 1 described aspects of it internally and possibly in the first meetings with the different actors or partners, but this did not come forward in the findings.

All informants from Partner 1 agreed the intention was to care for struggling youth. Even though they did not define it as a problem, they identified it as an issue. The initiative taker did not define the social problem the partnership focused on, neither in the beginning nor now. The internal representative connected the problem to struggling youth and unemployment, two problems on their own. The leaders in Partner 1 expressed to the initiative taker that they wanted the Project to focus on helping youth and that it should not be a typical hiring process. Helping struggling youth is a part of the problem they address, but the problem is not clearly defined by the partners. Having the problem clearly defined and described in detail, can ensure a better solution since they know exactly what they are trying to solve.

The broadcasting of the initial idea was internally in Partner 1. Given the complexity of the Project and Partner 1 would be the responsible partner, they gathered multiple resources internally with different competencies to be involved with the partnership. Other actors have been a part of discussions about the concept of the Project to ensure that it was needed in the society. Since the details of the concept was not determined at this stage, only the broader context was presented.

When Partner 3 joined the partnership, some changes were made but not connected to the goal nor problem they want to solve. The problem was not defined further or clearer, as it came forward in the data collected. There was still a difference in the definitions.

Struggling youth and unemployment affects many different actors. Initially in the process, Partner 1 was in contact with a wide range of institutions and organizations, among the organizations was the future Partner 2. The process involved two different high schools, the regional hospital, Partner 2 at local and county levels. In this stage, all actors expressed the need to focus on youth unemployment. Every actor is affected by the consequences of youth being unemployed, but to various degrees. Other actors might be affected but were not initially mapped in the stakeholder analysis-like process to contribute.

To map the affected actors, conducting a stakeholder analysis might be important, to hopefully find all the important stakeholders. Partner 1 contacted different stakeholders and organizations, implying a minor stakeholder mapping, despite being driven by intuition and a snowballing effect where actors refer to other actors, rather than actively engaging in a comprehensive mapping that considers all affected actors and potential contributors. The regional hospital, two high schools and two levels in Partner 2 are affected by the issue and was involved in confirming the feasibility and need of the concept. The superficial partnering process poses a potential for exclusion of partners that could contribute to the Project and is a weakness in the design of the partnership.

The need for a partner like Partner 3 became apparent during the first loop. This confirms the weaknesses of the partner sourcing process since Partner 3 or actors with the same competencies was not included in that process. The services of Partner 3 have become important for the Project to function optimally. Having Partner 3 as a partner early on could have ensured a better start for the Project and the former manager, hence more efficient value creation and social impact.

The former manager expressed early on that the Project needed the competencies of Partner 3, but also a psychologist or a social worker. There are many heavy stories at the Project which poses a need for professional help at times. The burden of all the stories could be too much for one person to deal with, some problems would also demand formal education and not just intuition and sympathy by the manager at the Project. Carrying all the heavy personal stories can affect the manager, and having a professional to talk with could lessen the burden.

Building trust between actors and participants is important and can be complicated and done in multiple ways. There has been no teambuilding between the actors at all. Meaning the trust and the relationships between them developed during the duration of the partnership and at the regular partnership meetings. Value co-creation express that this should happen in the initiation phase, but it did not happen in this case.

The former manager expressed that the candidates and him had a teambuilding scheme before they opened the café. The former manager and the candidates started building their relationships with each other, by going to a coffee bean roster and tasting various coffees. Youths have different struggles, so some might need to start building trust early and fast. To ensure that they are comfortable working together at the workplace, adapting them must start before they get exposed to working flow and socially challenging situations. If not, some issues might occur at work, because everything will be new for the candidates, both the job and the colleagues.

After the café's opening, there has not been any form of teambuilding. The new candidates go to Partner 3 to be taught about the processes and to the Project to be taught how to work at the Project. Not regularly having teambuilding at the Project, can be because at the opening all the candidates and the concept were new. Due to the nature of the concept the Project will regularly have some employee turnover affecting the need for teambuilding. A candidate will be switched from time to time but not regularly and not everyone at the same time.

One reason for this connects to only a few candidates proceeding to other jobs at a time, and not everyone at the same time, introducing a few candidates at a time can make it easier for them.

6.3 Partnership design

Designing their solution for the social issue they are trying to solve, have some steps to take in the value co-creation process (Ansell et al., 2022). The affected actor should examine the problem and design the solution together, create a shared vision and test their solution are the steps in this phase on value co-creation (Ansell et al., 2022).

In the first value co-creation process of the partnership, Partner 1 brained stormed both the problem and the solution within the organization. After forming the initial idea, the idea was presented to a selection of affected actors. The affected actors then gave their input on the need for the concept and its feasibility. If any youth needed a workplace where their needs would have been accommodated, the concept would become a training area for them. That it was a workplace where having some struggles are accepted and tolerated.

A part of the solution design that Partner 1 was unsure of initially was how they should reach the struggling youth. Here Partner 2's competencies come into play, since Partner 2 has an overview of youth that could benefit from the Project.

The Project seeks struggling youth, but it can be difficult finding them. The youth are not mapped structurally, but some are in the Partner 2's systems, others are not. Partner 2 finds the candidates for the Project and previously prepared them before starting at the Project, regarding rules, expectations, and such. This was until Partner 3 joined, which took over the preparation part. After Partner 3 joined the hiring process consist of Partner 2 finding the candidates and sending them to Partner 3, while Partner 3 is responsible for teaching the candidates what they need to know. Since Partner 3 now has low involvement with the Project and work pro bono, they no longer do the preparation as extensively as before.

The next step for the candidates is to start working weekends when they are found ready. In the beginning, the evaluation was done by Partner 1, Partner 2, and the former manager. After Partner 3 became a partner, they were also a part of the evaluation process of the candidates. This process finds place at the monthly partner meetings. The time between the meetings is a weakness, primarily because the candidates must wait to be found ready for working weekends, delaying their opportunity for growth and advancement. Secondly, because the delay might affect the financial strain of Partner 2, having them issue more refunds than necessary.

The informants have no shared agreed on a superior vision for mitigating the problem, meaning they have discussed it indirectly, not directly. They all agree that the Project is important, but lacking a shared vision is confusing. The common ground is that the partnership through the Project should help unemployed youth. The Project shall allow the candidates to grow and proceed into regular working life or education. This is underlined by the former manager and the café managers talking about the number of people that have proceeded from the café with 17 and 28 candidates respectively after four and five years. This can further connect with the statement from the career advisor describing the café as a recycling process for using and producing resources for the society with the candidates as an input and somewhat giving a rationale for the importance of people proceeding.

The café manager and the former manager are the only ones talking directly about how many has proceeded from the Project. This could be explained by the fact that they have the most hands-on experience with the candidates and are managing the core of the Project. The other informants did not know how many had left the Project for other jobs in Partner 1, competitors, educational purposes or quitting without any seen benefit from the Project, they however expressed a considerable interest in measuring it.

During the partnership meetings, the partners discuss both short and long-term plans for the Project. Both about the individual candidates and other strategic aspects, but since many different actors are involved, it can be difficult. The topic with the most focus is the candidates, their progress, their road ahead, if they are ready to move forward. The discussions regarding their perception on the candidates differ, while some express that a candidate should move forward others believe that they should stay longer at the Project. There are different opinions on the vision and how and when they are ready to move on. With Partner 2 having rules and regulations, Partner 1 carrying the economic strain, the café manager wants the café to run as smoothly as possible, hence requesting a maturity and continuity in the workforce, and Partner 3 has a personal connection and the evaluation of the candidates. The room for disagreements lies in the different nature of the partners. Every partner has good intentions, but forces as Partner 1's financial strain, and Partner 2 wanting to get candidates faster through for spending less refunds per person in addition to having to comply with rigorous rules and regulations.

There has been some tension on some topics in the partnership meetings between different actors. Whether the candidates are ready to move forward since Partner 2 cannot have the candidates on a training contract for more than 1-1.5 years at one place before they have to try something else. While the former manager expressed that the candidates needed some more time at the Project to be ready for the ordinary working life and removing them from the Project would ensure that the candidates would fall out of the system and reduce their societal contribution.

Another tension mentioned was about the marketing of the Project. While some of the partners wanted the value of the concept to be told in the media, others resisted to do so to protect the candidates and to not stigmatize the candidates and the Project. Some partners wanted the candidates to tell their stories to the media, while the former manager stopped it with concern for the consequences, he believed the candidates did not see or know before they talked to the media.

In the design phase in value co-creation, the designed solution should be tested to check if it is a good solution. If not, the design should be re-evaluated and tested again. It did not come forward that the concept nor the idea was tested through any type of prototypes. The only test mentioned was the conversations and meetings with the other affected actors regarding the need and feasibility for the Project.

The concept of the Project had some requirements for the concept to function in practice. Many of the candidates are struggling with various issues, and it seems that anxiety is a common denominator. Hence there was a need for a place where the candidates could retreat, to catch their breath and dry their tears. The Project should also challenge the candidates gradually to ensure their development towards a regular job.

The location Partner 1 had available was a café before, which could be refurbished to be more modern and up to date compared to the old café. The old café was losing customers and had low attractiveness. Therefore, it would not be critical if the Project lost some money since it also had a focus on solving a social issue.

6.4 Project implementation

To be able to implement the designed solution the partners should secure funding, coordinate the actions and clearly divide the labour and tasks, and lastly consolidate to the solution they designed (Ansell et al., 2022).

Since Partner 1 owns of the concept, they are also responsible for the financial situation of the Project. Partner 1 is securing the funding for the Project, because they have the economic power to do so. The economic power of Partner 1 was an important aspect for them to go forward with the Project, even though they know it is a concept they will lose money on.

From the beginning Partner 2 was paying the salary for the candidates on training contracts which is a part of the funding needed for the Project to minimize the financial strain on Partner 1. It is also told that the Partner 2 gives some refunds to Partner 1 for the employees that have a temporary contract with Partner 1. As the operational manager expressed Partner 1's might pay 50% of it, meaning that Partner 2 pays the remaining 50%.

When Partner 3 became a partner, there possibly was some misunderstanding between Partner 1 and Partner 3. Partner 1 was told by Partner 3 that the costs relating to Partner 3 was going to be covered by different refund schemes in Partner 2, but their applications were denied. With the denied applications, Partner 1 had to cover the costs of Partner 3's services, but they were too high, making Partner 3 having to do it pro bono for many months. This is not the optimal solution for either partner.

Partner 1 and Partner 2 had to fund the Project. For Partner 2 it is a part of their system to pay the unemployment benefit and training salary, and refunding parts of the salary of the candidates to help ensure that the Project will continue and reduce the financial strain on Partner 1. It was more natural since they want people to get a job and not be on unemployment benefit for longer periods. The costs of being on unemployment benefit for longer periods is higher than what it will cost having them on training contracts, because on training contract they will possibly move on to a job and not get any money from Partner 2.

Having a clear labour division is important to hinder overlapping work and ensure that they optimal operations. By having two partners doing the same task is not wanted, it is a reason they collaborate so that they can use their strengths. All partners should understand their own tasks, but also the others' tasks. Everyone should know what the others are doing connected to the Project. By not clearly knowing one can either take on more or less responsibility than one should. The most severe impact if is a gap of work or responsibility is left uncovered, affect both the operations and the impact of the partnership.

At the beginning of the partnership, they did have a clear vision of who should do what to a certain degree. Since the partners have different capabilities, the division of labour was given. Partner 1 is a large employer in Norway, and Partner 2's core competencies connected to unemployment and helping people get a job. When Partner 3 joined their tasks was clear since they became a partner after a need occurred within the Project.

The division of labour are split between the three partners and the Project, which plays to their strengths. Partner 1 covers the costs of operating the Project and other aspects connected to the Project, Partner 2 finds the candidates, Partner 3 has the follow-ups with the candidates and tech them the internal processes and rules, the Project teach the candidates the job. The Project manager than takes over the responsibility for the candidates and helps them daily.

All partners know what the other partner do to a certain degree. The details were not elaborated on, only the main tasks of the different partners. Throughout the interviews the informants had a high degree of uncertainty, some referred to others while others just expressed that they were unsure but talked about their understanding.

Partner 3 joined to make the process more efficient regarding how fast the candidates proceed to other work or education, there improving program performance. The data shows that this was wanted by both Partner 1 and Partner 2, and that the partnership felt more complete when Partner 3 joined. The data also show that Partner 3 aided in reducing the massive pressure the former manager had with caring for the candidates. Regrading tensions in the implementation of Partner 3, one must look at the different intentions of Partner 1, Partner 2, and the managers. It is plausible to think that Partner 1 wants a more efficient process for gaining a greater social impact, however they would prefer some retainment of the candidates to have a medium to high maturity of the working team at the Project. The need for retainment for achieving maturity is emphasized by both the former manager and the café manager.

For Partner 2, their intentions must be that the candidates proceed to the regular work life or education as fast as possible, for both financial reasons since they issue refunds for work training, meaning that a reduction in money for work training and welfare funds the state spendings on welfare would decrease. This considers the value creation for the candidates on an individual level and the network and family revolving them, as an extended degree.

6.5 Partnership and Project evaluation

To know if the goal and vision is met, the partners should evaluate their process and the outcome, but also use the evaluation (Ansell et al., 2022). If the solution has the impact that was desired the partnership should inform other sectors, to circulate their solution (Ansell et al., 2022).

Measurement and assessment are not the same, to assess the performance, outcome, and output some measurements must be done. Different measures cannot stand alone, the context is also important. Some measures that could be used, connects it to measuring social impacts. Measures beyond financial context is often described as social accounting, different frameworks focus on various measures for social impact both externally, and internally in the organizations. Both the Impact Value Chain Framework by van Tulder et al. (2016), and the Collaborative Value Creation Framework by Austin and Seitanidi (2012a; 2012b) would be suitable for performing social accounting for this social partnership.

Evaluation is something all partnerships and organizations should do; hence also in value co-creation processes. All partners are large enterprises and should have internal procedures for both measurement and evaluation connected to their performance, and it should be a formal process within all the partners. These schemes should ensure accountability towards society, and vertical accountability between principals and agents. The internal representative, the initiative taker, and Partner 3 expressed that they thought the other partners did an evaluation of the partnership and Project and placed the responsibility on the other partners.

The only partner that expressed they had some evaluation of the partnership was the contact person in Partner 2, but this information is not shared with the other partners, and the extent of this information is unknown. The information is regarding candidates at an individual level and is made by their individual supervisors at Partner 2. It is further stated that these reports are of an informal, intuition-based manner based on conversations between the supervisor and the candidates, and have no formal character. The contact person supports this to some degree when talking about the joy of telling the success stories from the Project to her boss, and stating that "the success stories are very measurable".

All partners have different measurements and assessments of the Project. Partner 1 focuses mostly on the financial situation; Partner 2 has different reports about the candidates and Partner 3 have some form of reporting to Partner 2. As it came forward, all these reports were only internally in the different partners, meaning Partner 1's reports are kept internally.

Many different types of measurement could be used. Although the operational manager answered they used different KPIs for the Project than in other establishments, he failed to mention any that differed from regular establishments.

Most of the informants mentioned one specific measure of performance and effectiveness of the Project, calling this success stories. This measure is how many candidates have gotten out of the work training system, either for another job or education. The former manager mentioned that 17 candidates have gotten a job, or 28 as the café manager expressed, is a measure that need more context, by the total sum of candidate that have been at the Project since the beginning.

The candidates' growth is regarded as the most important aspect for every partner. They all emphasize the importance since it is the overall vision and mission of the Project. The partners should have the same understanding of the growth of the candidates, describing it as an individual process. The candidates go from backstage to frontstage when comfortable. Frontstage poses interaction with customers, serving, and taking orders, hence a development in how comfortable they are with social interactions, compared to when they started backstage. Contrary to the statements from the informants, the candidates express that they prefer backstage tasks, some have changed preferred tasks, but this is not a representative finding. The data of how long the candidates have been working there was not collected for privacy reasons, and hindering the identification of candidates, which would affect the reliability of the answers. It is expected that the candidates that have proceeded from the Project to regular working life would resemble the informants' description to a higher degree than the candidates' data in the survey, since they are likely to have experienced that development before proceeding. Our data did not capture this, since the survey was only answered by current and not former employees.

Partner 1 has employee annually anonymous surveys conducted by a third party, mapping the environment of all establishments in Partner 1. This data is presented to the operational manager who presents this to the café manager. The answers from the candidates as a whole are only known by the café manager and the operational manager.

The employee interviews are between the café manager and the candidates, and also the former manager when he was in charge. This scheme is also between the café manager and the operational manager, her superior. This data could be used actively, by including statistics such as employee satisfaction, how well they cope with the work tasks, and work environment. The statistics would ensure that they are reaching their differently perceived goals, which connects to the growth and effectiveness of the Project, and indirectly the partnership. The partners mentioned the Projects work environment to both be good and important for the candidates. The candidates mostly agree with the partners, with most of the answers being positive. The candidates like to work at the Project and feel seen when they are at work.

One could argue that third-party feedback measures the outcome, because the stakeholders can see and assess the Project and form their opinions. If the stakeholders can perceive and understand the value, it will be shown through their feedback. All informants from all partners and the Project have mostly received positive feedback from stakeholders. Some of them know about the concept behind the Project, while others did not but still give positive feedback regarding the food, place, and atmosphere at the Project. Partner 2 has gotten a lot of feedback internally, whereas Partner 1 expresses that feedback primarily comes from the informants' personal circles. Partner 3 wants the concept behind the Project to gain more exposure through publishing in media so that more people know about the concept and the good they are doing.

By gathering the data mentioned above, the partners could easily make a report about the Project and partnership. These data could portray the various aspect that they perceive as important. If doing so, any problems would be identified earlier, and hence the improvements could be implemented faster, making the Project more optimally functioned. Today they are dependent on open and good communication, which they express they have. However, misconceptions and limited understanding of each other's tasks contradict their view of good communication. At the same time there can be some gaps in understanding and knowledge between the actors, caused by the lack of reports and structure, posing as a liability for proper problem identification and mitigation.

The partners and the partnership should use the evaluation they create to make a public account, to show they take accountability for their concept and solution. This can be done through different reports and presentations to stakeholders.

Some partners have held presentations about the Project and the concept to different stakeholders. Both to express the Projects effect on struggling youth but also spread awareness on their solution for the social issues connected to struggling unemployed.

The stakeholders should have the possibility to criticize the Project, which again emphasizes the importance of the measurement and the assessment of the Project. To take the social accountability of employing youth that have fallen on the outside of the working force.

To their knowledge, the concept of the Project is not duplicated within other sectors, only within the same sector. Partner 1 believed that the concept was replicated as a café another place in Norway, but they were unsure where. Partner 2 has had other departments interested in the partnership and concept but did not express that they went forward with it.

Partner 2, and two of the informants in Partner 1 want the concept behind the café to be not published about, since they do not want the Project to be stigmatized. On the other hand, both the internal representative and the career advisor want the concept to be told in the media. The commodities of the Project, as the food and coffee among other things, to be what the customers knows about, that the concept is more hidden. This makes it difficult for other sectors to take it as an inspiration when the concept is hidden, and the partners shifts the focus from the concept to the product. One side of this concern the youth who that might not want the society or people to know about their struggles or reasons for needing an accommodated workplace.

The partners believe that the concept of the Project can be transferred to different sectors. Some have not given a thought to what type of store or sector but believe it could be transferred. Others mention that it could be transferred to be a nursery for plants and vegetables and other types of stores. The former manager expressed clearly that the Project could have sold anything, be any kind of store, that the type of store is irrelevant. He further expressed that the café concept was fitting since it has both a front- and back-stage for the candidates to grow and have the alternative to take a step back when needed.

There is no formal evaluation of the partnership and the Project, by any partner. All partners believed the partnership and the Project to have value for them and the society, but do not show any form of evaluation.

Through the data collected there are multiple non-complicated ways for the partnership to evaluate their performance, that do not demand much of them in terms of resources. The partners should not lack competencies about evaluation and measurement since all of them are large enterprises that should have some formal processes on measurement. Some KPIs are mentioned by the operational manager, but the other informants do not know which they should.

In terms of accountability the degree of external accountability is low due to the structure of partnerships, the co-owners in Partner 1 being passive owners, and Partner 3 doing it pro bono, with its following implications. Regarding internal accountability, the data is inconclusive, but the former manager stated that he had a confrontational approach when facing critique of bad finances, and against Partner 2 wanting to send candidates further, before he perceived the candidates to be ready. This could indicate confrontational accountability internally in the partnership. The confrontational accountability could have disappeared when the former manager left, and the current café manager took over.

Most non-profits have to secure funding from donations or philanthropists, by networking and showing results and impact. For this partnership, the funding is more or less secured through Partner 1, as long as they can afford it. The secure funding can be counterproductive since it reduces the need for showcasing results. Hence reducing the perceived need for reports on social impact, resource effectiveness, and problem efficiency. Partner 1 has also cut the funding to Partner 3 due to costs because their refund applications for Partner 3's services were denied by Partner 2. If Partner 1 had used a traditional business non-profit mindset, they would have searched for that funding elsewhere when getting the denial from Partner 2, such as the local municipality, philanthropists, or private foundations. This could have covered the cost of Partner 3's services, increasing the likeliness of the candidates succeeding, therefore creating a more significant social impact.

6.6 Deviations and weaknesses

To a certain degree the partners have little control over what the others do. When the informants described the other Partner's tasks and responsibility there was some uncertainty on what tasks they do. Their overall contribution is known, but not specified in detail. One reason for them to not describe the other partners tasks can be that they were not asked to further describe in detail. Most of the informants expressed details on Partner 3's tasks in relation to the Project.

There is a difference in the resources the partners have available for the Project, which is both natural and not recommended by Ansell et al. (2022). Partner 1 is contributing with much more resources than the two other partners, this is showed by them needing three internal employees to be connected to the Project and having different tasks connected to it. While Partner 2 and Partner 3 have one internal representative each.

The lack of transparency and missing common partnership perceptions indicates a possible unclear division of labour. This comes into play when the partners point to each other regarding who makes reports about the partnership at a candidate development level. The absence of reporting generates insufficient evaluation since measurements are missing. This further gives no evaluation as rationale for redesign the partnership or its activities for increased social impact. This could be explained by Ansell et al. (2022, p. 39) that actors “choose to ignore the problem (…) rely on the work to do the work they should be doing”.

The partners consider the success stories as their way of measuring societal contribution. Value co-creation and impact measurement calls for other ways to effectively measure operations’ social impact, such as stakeholder interviews, candidate statistics, and collaboration values with synergy effects. Only telling success stories not only fails to describe the social impact holistically, but also fails to describe the value creation partially.

Although the hiring process of the former manager is not emphasized thoroughly in the data, it poses some questions. The former manager describes the operational manager as a friend from earlier, in addition to having a relation to the CEO of Partner 1 from the former managers earlier workplaces where he employed struggling youth. The informants in Partner 1 further describe that the former manager is “commonly known” in their municipality. The data lacks a thorough description of the hiring process of the previous manager, but implies that it was narrow, and not as thorough as expected by the literature. Through the interviews with Partner 1 it was unclear if they had created any formal requirements, and narrowed down several candidates of if the former manager was selected based on his reputation and friendship with the operational manager and his connection to the CEO of Partner 1, this can pose a selection bias for hiring by excluding other possible candidates. This bias can resemble a too narrow and biased partnership selection.

All partners believed the other partners developed a form of report on the Project and partnership. It was expressed in the interviews that Partner 3 believed that Partner 2 did it, while Partner 2 believed that Partner 1 did it. Partner 1 did not express this but said that they did form a report without further explanation.

The conflicting interest between Partner 1 and Partner 2 poses a risk for process stagnation and co-destruction of public value. Supported by the statements from the former manager and the café manager, Partner 2 has the incentive to get the candidates to regular work situations faster than what the café manager and the former manager are comfortable with since the managers think the candidates are not ready for that yet. In addition, Partner 1, as the owner, and the managers need some candidate maturity to operate the café as easily as possible, which conflicts with Partner 2 wanting the candidates to proceed faster.

Sending the candidates to other training jobs too early might cause them to fail and send them back to the loop of work training. These conflicting interests and tensions might indicate a sub-optimal partnership fit, foster stagnation of candidate growth or even lead to co-destruction of public value if the process of sending the candidates into regular jobs is rushed or sending them to other places for work training that do not fit them. By sending the candidates away to other workplaces before they are ready will therefore negatively affecting the candidates.

6.7 Summary

In the context of value co-creation the social partnership have gone through all of the phases a couple of times. While the tasks and steps related to each phase have not been done, or as thoroughly as it should be, to ensure an optimal operation of the Project. Some of the shortcomings in value co-creation can be observed in this social partnership. Some weaknesses have been identified throughout the value co-creation process.

7.0 CONCLUSION

After investigating the partnership through tenets of value co-creation, some divergencies have occurred from what the literature expects and how the partnership functions de facto. When relating value co-creation to the social partnership it was apparent the shortcomings of the initiation phase affected the rest of the process. The pitfalls Partner 1 went through in the beginning affected the next phases and ensured that the partnership had to go through the process again, and possibly a couple more. Had to repeat the loop, leading to less social impact as it slowed the candidates' growth.

The partnership sourcing process was found too narrow for the extent of the partnership and was mostly for confirming the feasibility of the concept. There is no data regarding stakeholder involvement in the initiation, meaning that e.g., the target group for the initiative has not been involved in the initiation phase. This is a weakness since the target group is an important stakeholder that must be considered when designing the solution.

The lack of common problem perceptions among the partners witnesses the absence of a process detailing a thorough problem definition. A detailed problem definition is essential for optimal problem mitigation, because one must design the solution and goal to fit the problem description.

This further affects the design phase of the partnership, where other actors who could fit the partnership were unintentionally excluded from co-designing the partnership activity. The different perspectives on what problems the partnership is solving can be explained by an inadequate problem definition process. The lack of a common problem definition is a liability for getting the partners and actors to work optimally together towards achieving maximal social impact, since they do not know in detail what they are working for.

The implementation phase was satisfying, but the number of candidates proceeding from the Project was low, possibly explained by the Covid pandemic. Another explanation was the absence of Partner 3, which joined the partnership to fill the need for an actor working closely with the candidates, relieving the burden on the manager, and lowering the candidate retainment at the Project. The fact that Partner 3 joined later implies an insufficient partnering sourcing process since they were not involved in either confirming the feasibility of the Project, designing the Project or working actively with it. The need for a partner like Partner 3 could have been apparent after conducting a more thorough partner design process.

The evaluation phase of the Project is insufficient and not of a character expected by actors of this size. The literature expects measurements on social impact, data and reports the informants use an anecdotal approach, occasionally publishing success stories in the media. The success stories consider the personal growth of selected candidates after joining the Project but fails to show the Projects impact from other perspectives. Ultimately, success stories are not a measure that can be used objectively for evaluation; hence, their use is limited for redesigning the partnership and its activities. The authors only find the success stories useful when counting them to see how many have proceeded from the Project. The partners were initially unaware of how many that have proceeded from the Project into other jobs, education, or jobs in Partner 1, or how many that had proceeded at all. This should have been the most basic measure of them all, since the sole purpose of the partnership is getting the candidates to proceed to regular jobs.

Regarding potential pitfalls in value co-creation, the partnership has experienced most of them to some degree. The lack of reporting could be explained by ignorance and reliance on others to do the job, effectively affecting the social impact through a lack of measurements to discuss in the evaluation process.

The uneven time usage of the partners can result in a participation selection bias where the most involved actors get to decide the most and support their interests, affecting the democracy in the partnership, and leading to the less involved actors having less influence on the partnership. This has mostly affected Partner 3, which now work pro bono and hence can affect the partnership less than the ones actively involved. This comes to play with the rigorous rules of Partner 2 having the last saying in discussions regarding extended work training contracts for the candidates, sometimes having them sent away from the partnership without being viewed as ready by the other actors. This is despite the career manager in Partner 2 being as flexible as she can. Whilst the intentions are good, sending the candidates to regular jobs too early will lead to value co-destruction. This is supported by the former manager stating that in some cases Partner 2 had stressed sending candidates into other establishments since they could not extend their training contracts for longer. The candidate in question was not ready to proceed and soon quit the new job, making him fall behind again. This co-destruction is primarily due to the rules and regulations of Partner 2, but can ultimately imply a sub-optimal partnership fit.

The lack of reports, both internally and externally, in addition to low transparency, poses a threat to accountability. The authors only see potential for confrontational accountability between the partners as possible, due to the low transparency of the Project. This means that co-owners of Partner 1, the candidates, the local society, and other stakeholders have limited possibility to hold the partnership accountable.

7.1 Our contribution

The contribution of this thesis is primarily bringing new research into literature that needs more research, for replication of existing literature and testing assumptions made in the literature. Social partnerships and value co-creation are somewhat linked in the existing literature, but emphasising this link through a case study further connects the terms in a new context. A substantial amount of case studies on social partnerships regard initiatives in the global south; conducting this study in the global north will further contribute to understand how United Nations (n.d.-d) SDG 17.17, of social partnerships, can be operationalized for collectively solving social problems also in the global north, where the issues often are less urgent than in the global south. Therefore, we contribute by translating global goals into our local context.

7.2 Limitations

The authors operate and have an education within the field of business and economy, and not social science. This is a limitation since the case cover social sciences in addition to business and economy. The focus of this thesis is not the social science aspect of the case rather the business side of it.

Another limitation is the unknown subjectiveness of the authors. Even though it has been active mitigation of possible biases trough discussions between the authors but also third parties, one cannot guarantee that the researcher's personal opinions, or ethical standpoints, and previous experiences have influenced the interviews, discussion, or choice of literature.

Another limitation is connected to the representativeness of the survey. Since so few candidates answered the survey, their answers cannot be used generalize to the whole population.

The time that was available for this thesis is a limitation. This thesis lasts from the beginning of January to the end of May. By having more time some of the other limitations could have been minimized, or possibly removed. More primary data, both through interviews and the survey, could have been collected and used in the thesis. In addition, available secondary data about the Project, such as published news articles paid for by Partner 1, could have been analysed for increased triangulation.

Other types of data were excluded due to the partnership wanting the Project to be anonymous. This is a limitation because public information of the Project could be useful for this thesis. If the public information were to be included, the anonymity of the Project would have been compromised. Including the public information could have given the thesis another level to the analysis that either could have strengthen or weakened the discussions. At the same time the stakeholders outside of the partnership were not mapped, which could have given an insightful perspective on the Project and the partnership.

7.3 Future research

Throughout this process, it is crucial to acknowledge the gaps in research that require further examination. Replicating the thesis is important because there are limitations and a scarcity of similar case studies. There is a limited amount of research available on these topics, so additional investigation is necessary to validate the findings and conclusions.

Moreover, future research should study the social partnership of the thesis. By assessing the partnership's evolution over time, we can determine if they have learned from past mistakes. This examination will also provide insights into their self-evaluation, potential expansions, and the implementation process.

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APPENDIX

Appendix 1: Samtykkeerklæring

Vil du delta i forskningsprosjektet?
Verdien av sosiale partnerskap

Dette er et spørsmål til deg om å delta i et forskningsprosjekt hvor formålet er å se hvilken verdi sosiale partnerskap tilfører partnerne i prosjektene, interessenter og samfunnet ellers. I dette skrivet gir vi deg informasjon om målene for prosjektet og hva deltakelse vil innebære for deg.

Formål

Prosjektets formål er å analysere innsamlet data opp mot eksisterende litteratur for å se eventuelle forskjeller på hvordan partnerskapene er og hvordan de gitt av litteraturen skal være. Omfanget av oppgaven er å ta for seg ett, men helst to sosiale partnerskap og se hvordan de oppfører seg samt hvordan de bidrar til interessentene og samfunnet.

Foreløpige problemstillinger er per 01.02.2023:

How can social accounting be used for justification for social partnerships? How and when do the case owners consider a project to be successful? How can the projects and partnerships advocate for continuance of the projects through social accounting or other disciplines.

Dette er en masteroppgave der ansvarlig institusjon for prosjektet er Handelshøgskolen ved Nord universitet.

Hvem er ansvarlig for forskningsprosjektet?

Ansvarlig institusjon for prosjektet er Handelshøgskolen ved Nord universitet. Veileder på prosjektet er Veronika Vakulenko og vi studentene er Petter Austli Berg og Marie Bergstrøm.

Hvorfor får du spørsmål om å delta?

Du blir kontaktet for dette prosjektet grunnet din stilling og partnerskapene organisasjonen din er en del i. Den organisasjonen du jobber for, er i et sosialt partnerskap som vi anser som interessant for vår masteroppgave. Vi har også kontaktet de andre partene i partnerskapet om de vil delta.

Vi mener du har informasjonen og kunnskapene vi trenger for å kunne belyse problemstillingen og forskningsspørsmålene vi har.

Vi har fått kontaktopplysningene dine igjennom fakultetet ved Handelshøgskolen eller kjent offentlig informasjon tilgjengelig på internettet.

Hva innebærer det for deg å delta?

Hvis du velger å delta i prosjektet, innebærer det at du møter opp på et intervju vil ta cirka 1-1,5 time. Vi vil trenge informasjon om deg, som stilling, arbeidsplass, og erfaring, ellers vil informasjonen omhandle samarbeidet og ikke deg personlig. Det intervjuet vil bli tatt opp, med din tillatelse, som vil bli lagret på Nord universitet sine tjenester (OneDrive og Nettskjema.no).

Det er frivillig å delta

Det er frivillig å delta i prosjektet. Hvis du velger å delta, kan du når som helst trekke samtykket tilbake uten å oppgi noen grunn. Alle dine personopplysninger vil da bli slettet. Det vil ikke ha noen negative konsekvenser for deg hvis du ikke vil delta eller senere velger å trekke deg.

Ditt personvern – hvordan vi oppbevarer og bruker dine opplysninger

Vi vil bare bruke opplysningene om deg til formålene vi har fortalt om i dette skrivet. Vi behandler opplysningene konfidensielt og i samsvar med personvernregelverket.

Forfatterne av oppgaven sammen med veileder vil ha tilgang til dataene, men veileder kan verken behandle eller redigere dataene.

Det er Petter Austli Berg og Marie Bergstrøm som skal samle inn, bearbeide og transkribere intervjuene.

Opptaket blir sendt kryptert til nettskjema.no som er lagrer dataene sikkert. Dataene i form av ord vil bli lagret på servere tilknyttet universitetet. Dataene vil bli anonymisert fortløpende og det vil ikke være mulig å identifisere informant ut ifra dataene eller dokumentene.

Som informant i dette prosjektet vil dine personopplysninger ikke bli gjenkjent i publikasjonen, firmaet vil i utgangspunktet bli anonymisert, men du vil bli omtalt etter rolle ved ditt samtykke. Ønsker firmaet å selv å ikke bli anonymisert kan dette oppfylles ved forespørsel.

Hva skjer med personopplysningene dine når forskningsprosjektet avsluttes?

Prosjektet vil etter planen avsluttes når sensur for oppgaven er gitt, vi antar dette blir i juni. Etter oppgaven er ferdig sensurert vil alle data innhentet til oppgaven slettes.

Hva gir oss rett til å behandle personopplysninger om deg?

Vi behandler opplysninger om deg basert på ditt samtykke.

På oppdrag fra Nord Universitet HHN har Sikt – Kunnskapssektorens tjenesteleverandør vurdert at behandlingen av personopplysninger i dette prosjektet er i samsvar med personvernregelverket.

Dine rettigheter

Så lenge du kan identifiseres i datamaterialet, har du rett til:

- innsyn i hvilke opplysninger vi behandler om deg, og å få utlevert en kopi av opplysningene
- å få rettet opplysninger om deg som er feil eller misvisende
- å få slettet personopplysninger om deg
- å sende klage til Datatilsynet om behandlingen av dine personopplysninger

Hvis du har spørsmål til prosjektet, eller ønsker å vite mer om eller benytte deg av dine rettigheter, ta kontakt med:

Marie Bergstrøm: 472 91 626 eller 333817@student.nord.no

Petter Austli Berg: 414 77 038 eller 333843@student.nord.no

Veileder: Veronika Vakulenko: 755 17 824 eller veronika.vakulenko@nord.no

- Vårt personvernombud: personvernombud@nord.no

Hvis du har spørsmål knyttet til vurderingen som er gjort av personverntjenestene fra Sikt, kan du ta kontakt via:

- Epost: personverntjenester@sikt.no eller telefon: 73 98 40 40.

Med vennlig hilsen

Veileder	Studentene
Veronika Vakulenko	Petter Austli Berg & Marie Bergstrøm

Samtykkeerklæring

Jeg har mottatt og forstått informasjon om prosjektet *social partnerships and social accounting*, og har fått anledning til å stille spørsmål. Jeg samtykker til:

- ☐ å delta i intervju
- ☐ opptak av intervjuet
- ☐ å delta i eventuell oppfølgings mail
- ☐ at min rolle blir benyttet for å kommunisere det jeg sier til oppgaven

Jeg samtykker til at mine opplysninger behandles frem til prosjektet er avsluttet

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(Signert av prosjektdeltaker, dato)

Appendix 2: Interview guide for the partners

Q1 Hvorfor ville du opprette eller starte partnerskapet?

Q2 Kan du fortelle litt om bakgrunnen og historien til partnerskapet?

Q1 Kan du fortelle hvordan du kom inn i partnerskapet?

Q2 Hvordan vil du beskrive rollene og arbeidsoppgavene til de andre partnerne?

Q3 Hvor ser du at verdiskapningen i dette samarbeidet skjer?

Q4 Hva var grunnen slik du ser det til at Partner 3 kom inn i partnerskapet? Har du noe kontakt eller samarbeider med dem?

Q5 Hva gjør du som er direkte opp mot partnerskapet?

Q6 Hva gjør de andre partnerne knyttet opp mot partnerskapet?

Q7 Hvor selvgående er de forskjellige partene? Er det mye jobb som utføres uten konsultasjon med de andre? Har de stort handlingsrom?

Q8 Har det vært noen tiltak for å styrke samarbeidet, som for eksempel teambuilding?

Q9 Har du direkte kontakt med de andre partnerne?

Q10 Hvor ofte har dere møter med de andre partnerne? Er du med eller inkludert i disse møtene?

Q11 Hva diskuteres på disse møtene?

Q12 Hvem har ansvaret hvis det skjer noe akutt som daglig leder ikke kan kontrollere, hvordan er kommunikasjonen i et slikt tilfelle?

Q13 Hva var det opprinnelige målet med partnerskapet?

Q14 Har dere nådd målet i ditt syn?

Q15 Har målet/målene blitt endret med tiden?

Q16 Hva er målene dere jobber for å nå i dag?

Q17 Opplever du at de forskjellige partnerne har ulike mål, og eventuelt hvilke?

Q18 Hvilke behov fra samfunnet oppfatter du at partnerskapet møter?

Q19 Hvordan har partnerskapet utviklet seg over tid?

Q20 Ut ifra din vurdering, er partnerskapet suksessfullt?

Q21 Føler du at partnerskapet mangler noe?

Q22 Har du fått utrykt et ønske/behov av andre som kunne være til fordel for partnerskapet?

Q23 Hvordan kartlegger dere behovene til Project?

Q24 Hvordan vil du beskrive verdien av samarbeidet?

Q25 Får dere tilbakemeldinger fra andre om Project og hvordan er eventuelt disse?

Q26 Hva er de største utfordringene med prosjektet? Både for din del, men også for hele prosjektet sin del?

Q27 Kunne dette samarbeidet blitt videreført til andre prosjekter, og eventuelt hvilke?

Q28 Har dere vurdert å hente inn andre partnere til samarbeidet?

Q29 Hvordan vil du vurdere verdien av denne verdiskapningen?

Q30 Hvem vil du si har siste ordet om noe diskuteres blant partnerskapet?

Q31 Er det noen klar sjef i partnerskapet?

Q32 Hvordan måler dere utviklingen til prosjektet?

Q33 Hvordan tilpasser dere partnerskapet etter denne utviklingen?

Q34 Hvor mye tid bruker du på partnerskapet?

Q35 Hvor mye ressurser bidrar dere med?

Q36 Hvordan rapporterer dere det både for dere selv og andre interessenter?

Q37 Har samarbeidet blitt revidert eller vurdert av en tredjepart?

Q38 Hva har vært de største utfordringene med å være med på dette samarbeidet?

Q39 Hvordan vil du vurdere kommunikasjonen mellom partnerne?

Q40 Har partnerne, dere selv inkludert, måtte utvikle seg noe for å passe bedre til partnerskapet?

Appendix 3: Interview guide for the Project

Q1 Hvorfor tror du Partner 1 ville opprette/starte partnerskapet?

Q2 Kan du fortelle hvordan du kom inn i partnerskapet?

Q3 Hvordan vil du si at arbeidsmiljøet var på Project da du jobbet der?

Q4 Hvordan vil du beskrive rollene og arbeidsoppgavene til Partner 1, 2 og 3?

Q5 Følte du det var et behov for en tredje partner i starten, at samarbeidet manglet noe etter oppstartsfasen?

Q6 Hvordan kom Partner 3 inn i partnerskapet?

Q7 Hva var grunnen slik du ser det til at Partner 3 kom inn i partnerskapet?

Q8 Hvordan var overgangen der Partner 3 kom inn?

Q9 Hvordan vil du beskrive samarbeidet i starten?

Q10 Hvordan vil du beskrive utviklingen av samarbeidet?

Q11 Hvordan vil du vurdere kommunikasjonen mellom partnerne?

Q12 Hvor ser du at verdiskapningen i dette samarbeidet skjer?

Q13 Hva var dine daglige gjøremål som leder på Project?

Q14 Hvor mye tid brukte du på partnerskapet? Hva var de arbeidsoppgavene som tok mest tid?

Q15 Hvordan vil du beskrive graden av tilrettelegging for de som kom inn til dere, og hvordan utvikler den seg?

Q16 Hvordan vil du beskrive utviklingen til de som begynner til dere? Typ den gjennomsnittlige kandidat.

Q17 Hvor selvgående var de forskjellige partene?

Q18 Har det vært noen tiltak for å styrke samarbeidet, som for eksempel teambuilding på Project?

Q19 Hvor ofte hadde dere partnermøter med Partner 1 og 2, og 3 etter hvert?

Q20 Hva ble diskutert på disse møtene?

Q21 Var du med på intervju prosessen av mulige ansatte til Project? Hvordan var denne prosessen?

Q22 Hva var det opprinnelige målet for dere med partnerskapet?

Q23 Opplevde du at de forskjellige partnerne hadde ulike mål, og eventuelt hvilke?

Q24 Hvilke behov fra samfunnet rundt oppfatter du at partnerskapet møter?

Q25 Merket du at målet med Project utviklet seg noe mens du var der?

Q26 Ut ifra din vurdering, er partnerskapet med Partner 1, 2 og 3 suksessfullt?

Q27 Hvordan vil du beskrive verdien av samarbeidet?

Q28 Hvilke endringer har du sett hos de som begynte hos Project?

Q29 Hva har vært grunnene til at de som ikke ble solskinnshistorier ikke lyktes?

Q30 Føler du at partnerskapet manglet noe? Har du fått uttrykt et ønske/behov av andre som kunne være til fordel for partnerskapet?

Q31 Fikk du tilbakemeldinger fra andre om Project og hvordan er evt. disse?

Q32 Kunne dette samarbeidet blitt videreført til andre prosjekter, og evt. hvilke?

Q33 Hvem vil du si hadde det siste ordet om noe ble diskutert i partnerskapet?

Q34 Målte du utviklingen til de på Project? Lagde dere eventuelt noen rapporter?

Q35 Hvordan tilpasset dere partnerskapet etter denne utviklingen?

Q36 Hvordan opplevde du fokuset på det økonomiske ved driften?

Q37 Hva var de største utfordringene med Project? Både for din del, men også for hele prosjektet sin del?

Q38 Hva har vært de største utfordringene med å være med på samarbeidet med Partner 1, 2 og 3?

Q39 Måtte du utvikle deg noe for å passe bedre til Project?

Q40 Har partnerne måtte utvikle seg noe for å passe bedre til partnerskapet?

Appendix 4: Survey

The Project

For å kunne svare på dette spørreskjemaet må du være 18 år eller mer.

Ved å fylle ut skjemaet samtykker du til at vi, Petter og Marie, benytter oss av svarene dine masteroppgaven vår. Vi vil ikke samle inn personopplysninger som kan identifisere deg. Svarene dine vil bli behandlet konfidensielt og vil ikke kunne spores tilbake til deg verken i oppgaven eller i selve dataene. Svarene og dataene vil bli slettet etter at oppgaven er levert og bestått, vi antar dette er i juni 2023.

Hvis det er noen spørsmål du ikke vil eller vet hva du vil svare, har du muligheten til å hoppe over dem. De to obligatoriske spørsmålene er der du gir ditt samtykke til at du er over 18 år og at vi kan benytte oss av svarene dine.

Q1: Jeg bekrefter at jeg er over 18 år.

O Ja

O Nei

Q2: Jeg samtykker til at dere bruker informasjonen jeg gir ved å svare på dette spørreskjemaet.

O Ja

O Nei

Q3: Hvilken del av jobben likte du mest i starten?

Arbeidsoppgaver og lignende. Du kan velge flere alternativer, men du må ikke det.

- ☐ Lage mat
- ☐ Lage kaffe
- ☐ Oppvask
- ☐ Stå i kassen
- ☐ Vaske
- ☐ Annet?

Q3.1: Hvis annet? (Denne vises kun hvis «Annet?» blir valgt)

Q4: Hvilken del av jobben liker du mest i dag?

Arbeidsoppgaver og lignende. Du kan velge flere alternativer, men du må ikke det.

- ☐ Lage mat
- ☐ Lage kaffe
- ☐ Oppvask
- ☐ Stå i kassen
- ☐ Vaske
- ☐ Annet?

Q4.1: Hvis annet? (Denne vises kun hvis «Annet?» blir valgt)

Q5: Liker du å jobbe?

O Ja

O Vet ikke

O Nei

O Vil ikke svare

Q6: Liker du å være på jobben?

O Ja

O Vet ikke

O Nei

O Vil ikke svare

Q7: Liker du å være en del av arbeidslivet?

O Ja

O Vet ikke

O Nei

O Vil ikke svare

Trivsel på jobb

Du skal svare i den grad du er ening med spørsmålet.

	I svært liten grad	I liten grad	Vet ikke/ Verken eller	I stor grad	I svært stor grad
Q8: Trives du på jobben?	O	O	O	O	O
Q9: Har livskvaliteten din blitt bedre av å jobbe?	O	O	O	O	O
Q10: Føler du deg sett på jobben?	O	O	O	O	O
Q11: Er arbeidsmiljøet bra?	O	O	O	O	O
Q12: Gleder du deg til å møte og være med kollegaene dine?	O	O	O	O	O

Q13: Hva kan bli gjort for å øke trivselen din?

Q14: Har utfordringene du møter på jobb endret seg med tiden du har jobbet der?

O Ja

O Noe

O Nei

O Vet ikke

O De er det samme

Utvikling i jobben

Du skal svare i den grad du er enig med spørsmålet.

	I svært liten grad	I liten grad	Vet ikke/ Verken eller	I stor grad	I svært stor grad
Q15: Føler du deg mer inkludert i arbeidslivet?	O	O	O	O	O
Q16: Har du opplevd en personlig utvikling på grunn av jobben?	O	O	O	O	O
Q17: Får du utnyttet ditt potensiale på jobben?	O	O	O	O	O
Q18: Opplever dy at arbeidet blir tilrettelagt etter dine behov?	O	O	O	O	O
Q19: Møter du utfordringer du gleder deg til å håndtere?	O	O	O	O	O
Q20: Har du fått en bedre struktur i hverdagen etter at du begynte i jobb?	O	O	O	O	O

Q21: Hvis du møter en utfordring du ikke føler du mestrer, hva gjør du da?

O Spør om hjelp av leder/veileder/rådgiver

O Spør kollegaer

O Prøver å finne ut av det selv

O Legger det fra meg og gjør andre ting jeg mestrer først

O Har ikke møtt noen utfordringer jeg ikke har mestret

Q22: Hva kan bli gjort for at du skal kunne utvikle deg videre?

Q23: Kunne du tenkt deg å jobbe videre i en kafe?

Det trenger ikke være Project, men også andre kafeer også.

O Ja

O Vet ikke

O Nei

Q24: Har du fått et annet jobbtilbud?

Det kan være internt i Partner 1 eller i andre bedrifter.

O Ja

O Vil ikke svare

O Vet ikke

O Nei

Q25: Er det noe du vil tilføye?

Dette kan være ris, ros eller sentrale ting du ser på som viktig.