



Community of Practice on Partnership in the ESF ○

# **The Partnership Learning Manual**

## **Community of Practice on Partnership in the ESF**

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## PEO explorations

**A PEO exploration is a form of peer review that examines:**

- **P: Partnership Practices of Member States/regions at all levels of governance, in particular the programme level;**
- **E: Effects on policies as well as impacts for ESF target groups achieved via the partnership approach practiced in the specific Member State/region; and**
- **O: Opportunities for improving policy planning and delivery for both the visited Member State/region as well as the Member States/regions from which the reviewers come (in particular for ESF MAs).**



## **Our definition of partnership**

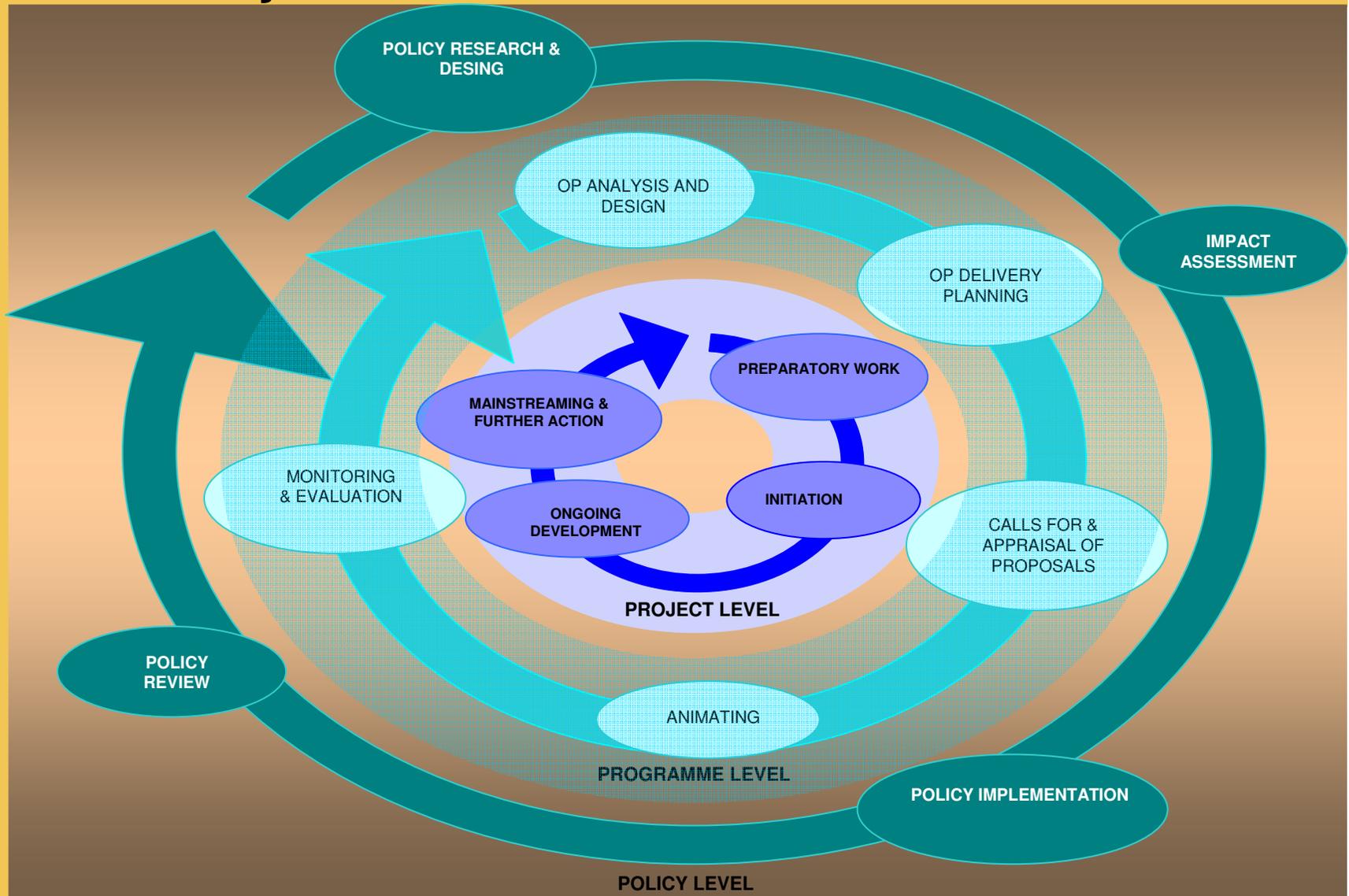
**Partnership is a dynamic and complementary relationship between diverse actors in which added value is achieved by working together rather than alone.**

**In the ESF partnerships are used to support policy linkages that promote growth and prosperity across the EU by reducing economic, social and territorial disparities through:**

- **Encouraging employment and social inclusion at transnational, national, regional and local levels;**
- **Stimulating the involvement of diverse actors and approaches;**
- **Clearly defining target groups, objectives and priorities;**
- **Balancing competition and cooperation;**
- **Achieving benefits for both partners and wider society; and,**
- **Building participatory democracy through collaborative decision-making.**



# Key Success Factor Framework





## Contents of the Manual

### Partnership learning – the COP approach

- **Definition of partnership**
- **PEO explorations**

### Lessons from practice

- **Key partnership features**
  - Formal / informal approaches
  - Single / combined source-funding
  - Large / small projects
  - Bottom-up / top-down approaches
  - Horizontal / vertical implementation
- **Burning issues**
  - Flexibility and accountability
  - Stakeholder engagement
  - Partnership broker/intermediary organisations
  - Linkages and mainstreaming
  - Monitoring and evaluation



## Contents of the Manual

- **Common approaches to key themes**
  - Governance
  - Sustainability
  - Transnationality
  - Innovation

**Overview of existing practices / KSF framework**

**Partnership Checklist for MAs**

**Communiqué on partnerships - joint statement by ESF-MAs**

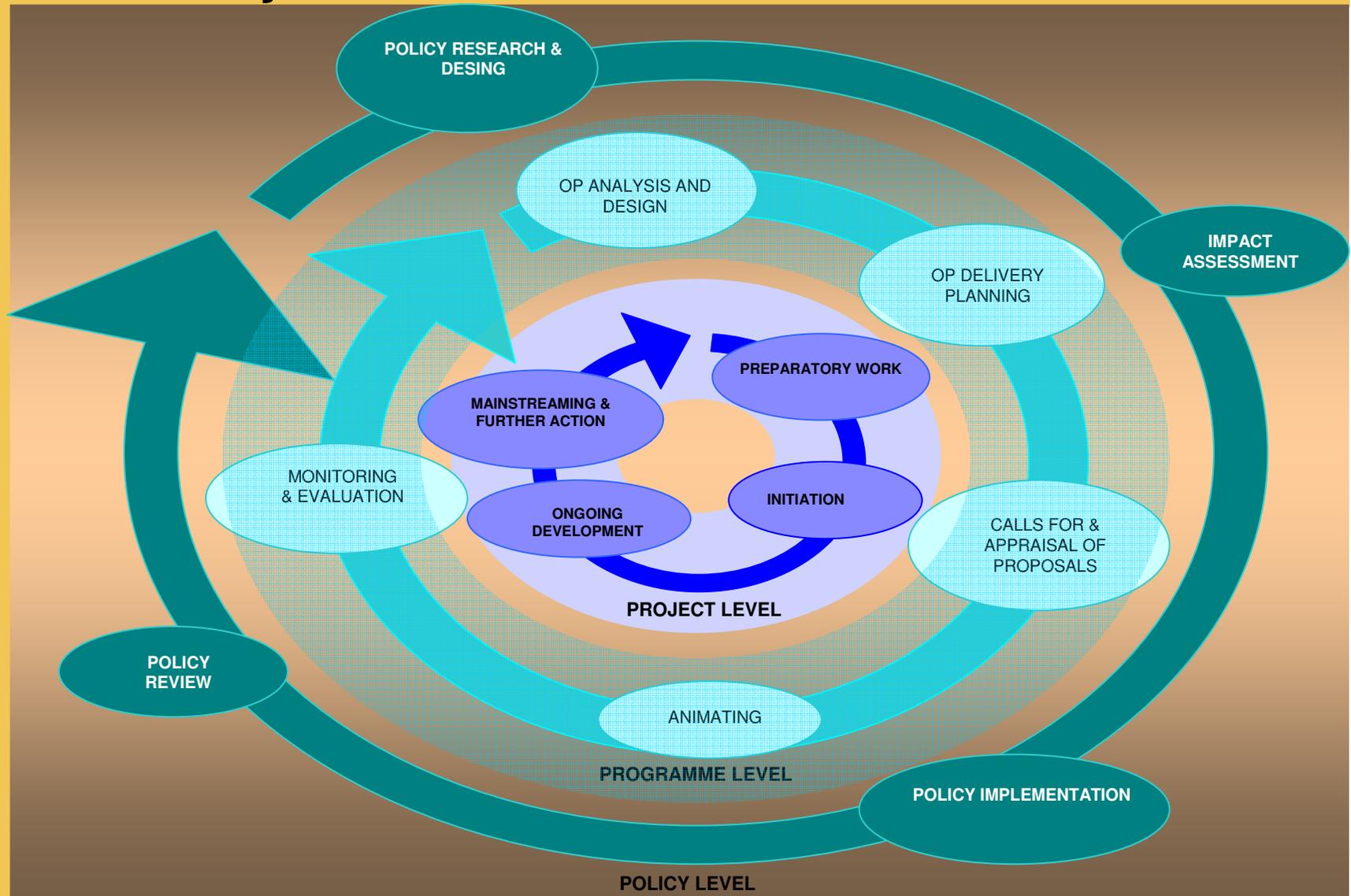
**Practical information on the COP (using evaluation reports)**

- **structure**
- **activities and practices**
- **results**
  - outputs (tools, reports, and examples etc. )
  - outcomes (mainstreaming, policy impact etc.)
- **contacts**

**Useful references**



# Key Success Factor Framework





## Partnership Checklist

### **1. Operational Programme Analysis and Design**

- Contextual analysis
- Promoting and enabling environment
- Identification of synergies
- Stakeholder engagement

### **2. Operation Programme Delivery Planning**

- Integrating stakeholders into programme procedures
- Setting up mechanisms and guidelines for stakeholder involvement
- Developing partnership support structures



## Key Success Factor Framework

### 3. Calls For and Appraisal Of Proposals

- Supporting incorporation of partnership in project proposals
- Assessing partnership rationale and implementation mechanisms
- Drawing upon the expertise of stakeholders in assessing proposals

### 4. Animation during Project Implementation

- Providing ongoing support to partnership projects
- Opportunities for capacity-building at programme level

### 5. Monitoring and Evaluation

- Reporting on status of partnership at project level
- Participatory evaluation
- Feeding back systematically into practice



## **YOUR CONTRIBUTION**

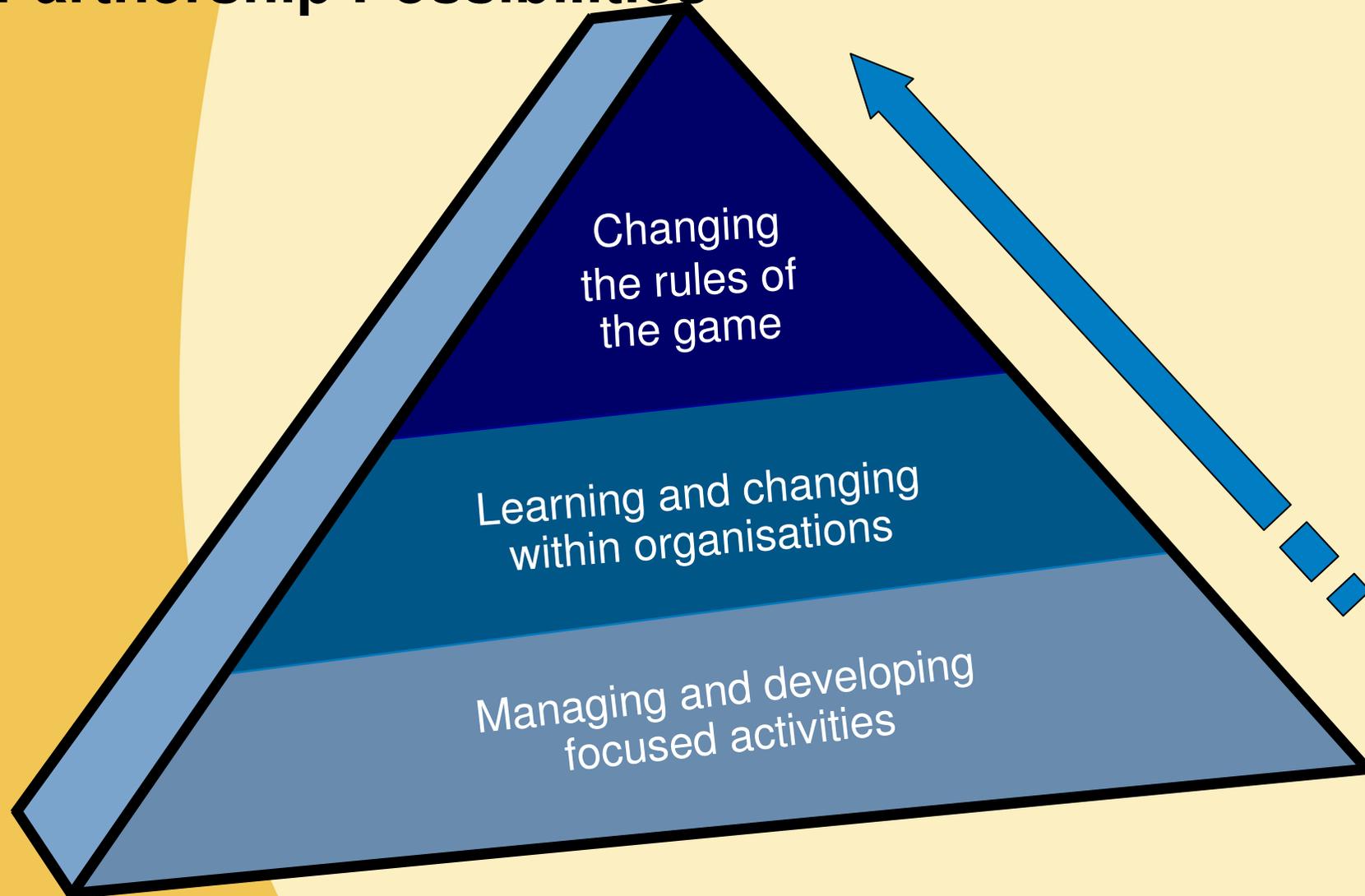
**Work in five groups with a facilitator to check and improve the questions for the checklist in your part of the cycle (15-20 mins):**

- 1. OP Analysis & Design (Anette)**
- 2. OP Delivery Planning (Karin)**
- 3. Calls For & Appraisal Of Proposals (Rainer)**
- 4. Animation During Project Implementation (Enikö)**
- 5. Monitoring & Evaluation (Carlos)**

**Explore another part of the cycle (15-20 mins)  
Return to plenary for feedback**



# Partnership Possibilities





**THANK YOU!**

**Your feedback will be incorporated into the checklist for the Partnership Learning Manual and shared on:**

**[www.partnership.esflive.eu](http://www.partnership.esflive.eu)**