



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

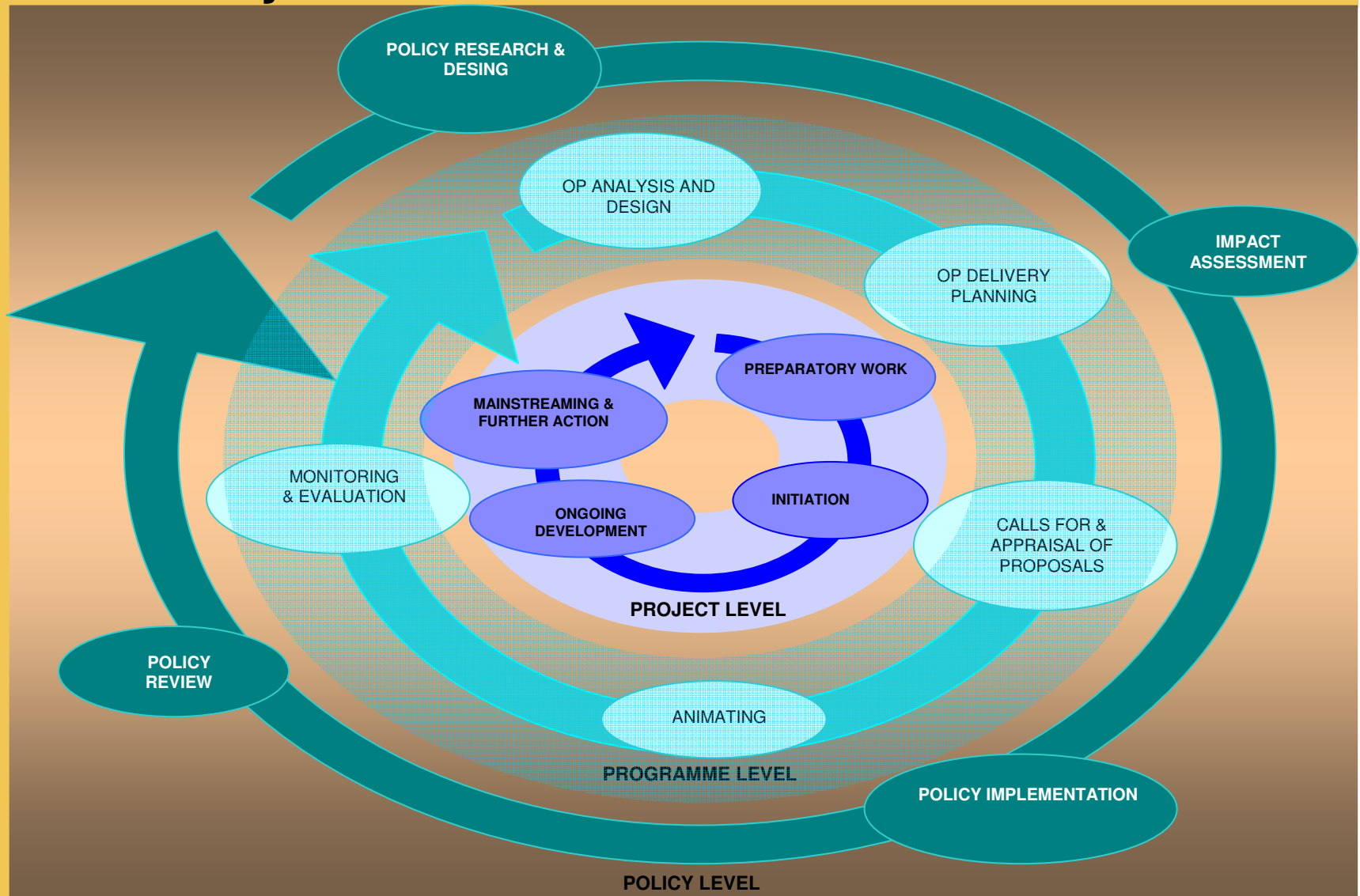
Partnership is a dynamic and complementary relationship between diverse actors in which added value is achieved by working together rather than alone.

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

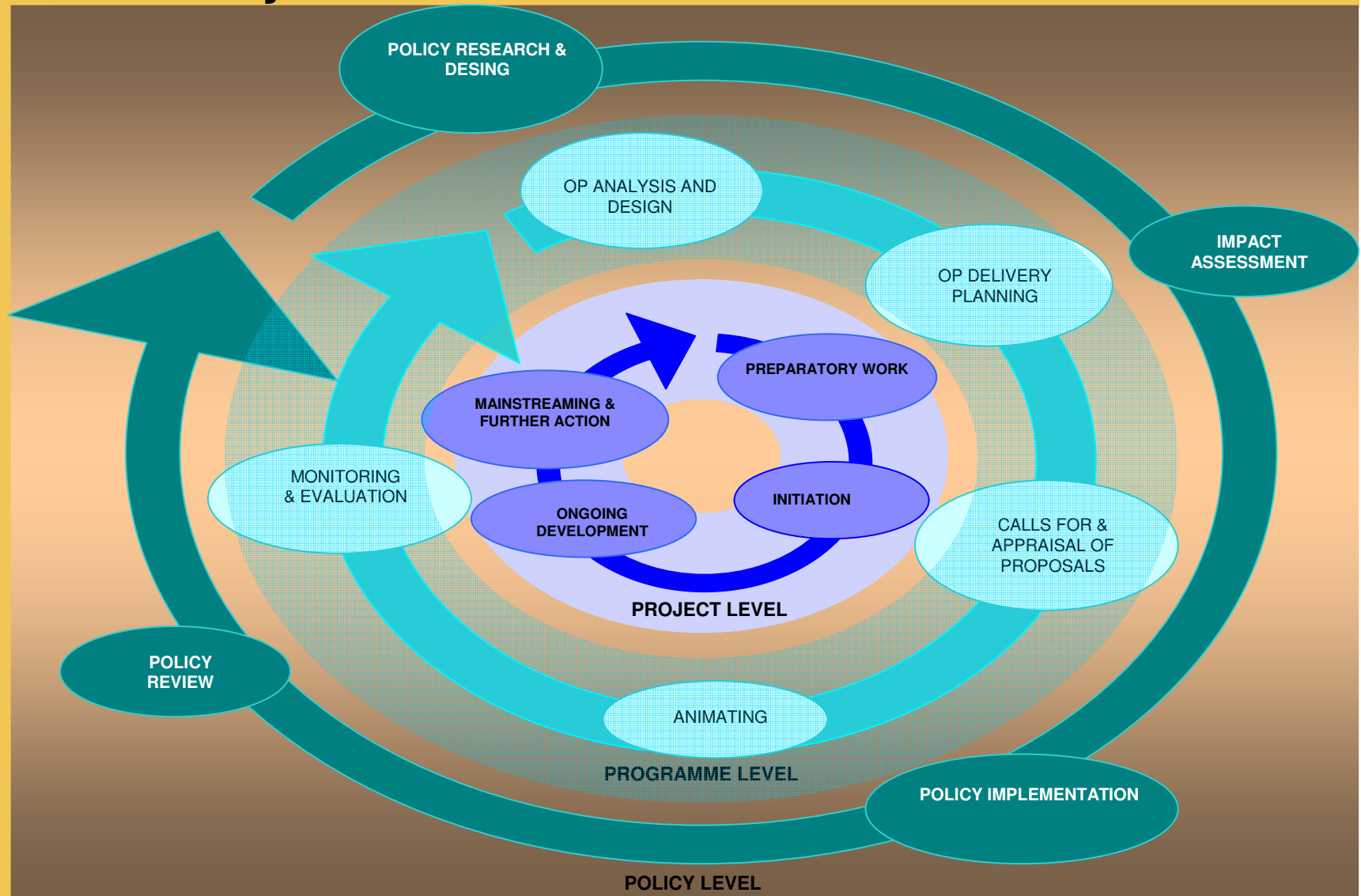
Practical information on the COP (using evaluation reports)

- **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

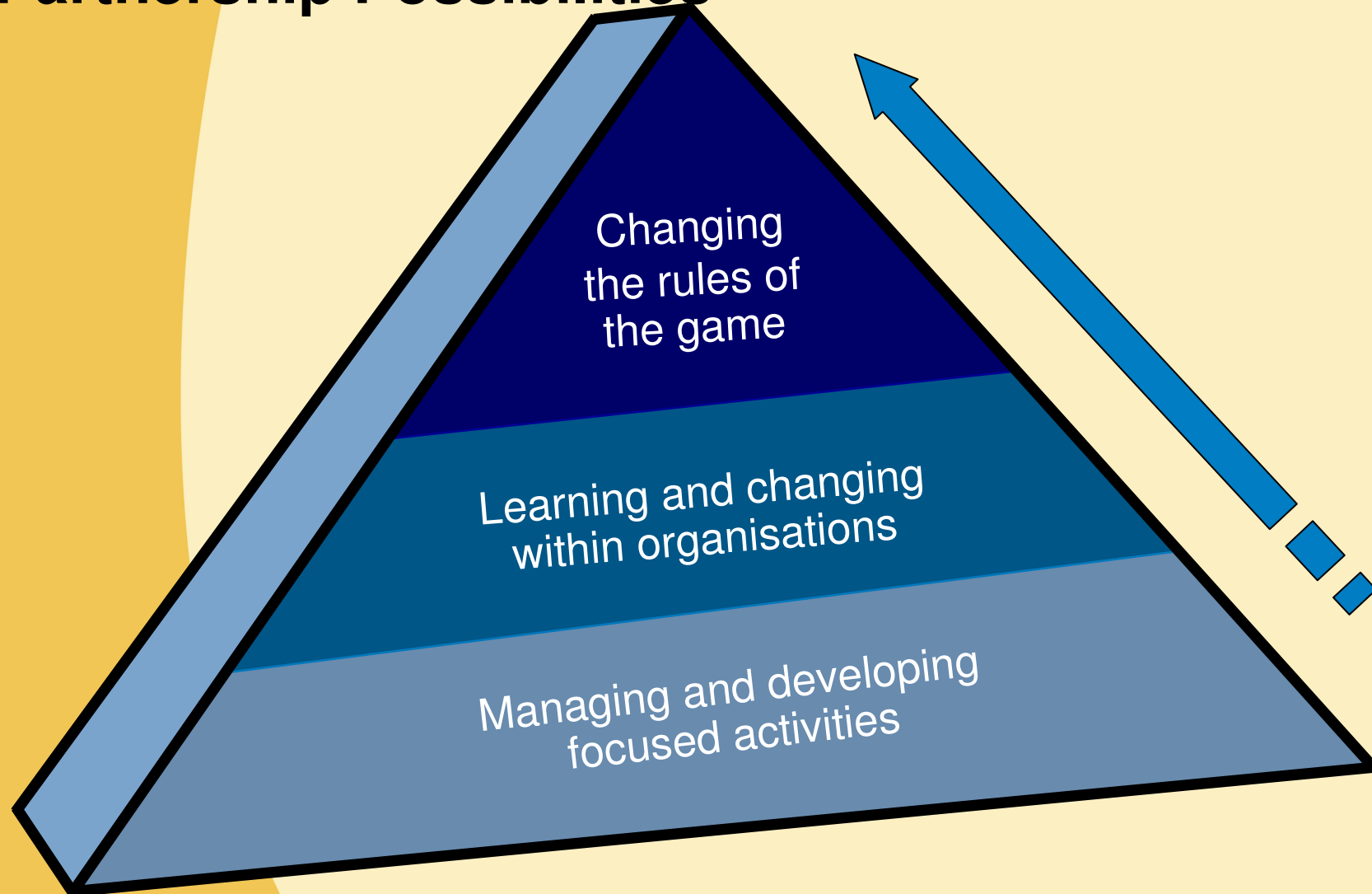
Work in five groups with a facilitator to check and improve the questions for the checklist in your part of the cycle (15-20 mins):

- 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