Guiding Questions on how to promote an enabling environment for working in partnership

Use the following guiding questions to reflect on what extent the environment is favourable to partnership. Depending on the answers, think of what could be done to improve the ecosystem and make it more favourable to partnership.

GUIDING QUESTIONS	ANSWERS	WHAT CAN BE DONE TO IMPROVE THE ECOSYSTEM? WHICH CORRECTIVE ACTIONS CAN BE PUT IN PLACE?
Program consistency: Is partnership fully understood and endorsed by Programme managers? Is there a sufficient partnership expertise and skills base? Are senior staff members supportive of working in partnership?		
Relationship between sectors: Are relationships between different sectors positive or negative? What is the history of cross-sector collaboration? Can positive experiences be built upon and integrated into the design of the Program?		
Wider environment: How far does the legal/regulatory environment favour or impede working in partnership? Is the overall policy context favourable/restricting to multi-stakeholder collaboration?		

1. ***Based on your (MA's) experience, what is essential for the smooth application of the partnership principle in the programming phase?***

Reflect on the factors listed below and rank them in terms of importance, using the following scale:

(1) Not important
(2) Somewhat important
(3) Important
(4) Don't know

Then, fill the other two columns.

FACTORS	LEVEL OF IMPORTANCE (FROM 1 TO 4)	WHY	IF IMPORTANT OR RATHER IMPORTANT, WHAT MEASURES ARE YOU GOING TO PUT IN PLACE?
Easy and timely access to relevant information for partners			
Clear rules about the selection of partners and			

transparent processes			
Administrative support			
Good collaboration among partners and the MA			
Good coordination and regular consultations of the partners by the MA			
MA Openness to receive input by partners and to promote an open dialogue			
Provision of the feedback on the outcome of programming period to the partners			
Other (please specify)			

2. **In your opinion (of the MA), what could be the main benefits of the involvement of the partnership in the development of the Programme?**

Reflect on the benefits listed below and rank them in terms of importance, using the following scale:

(1) Not important
(2) Somewhat important
(3) Important
(4) Don't know

Then, fill the other two columns.

BENEFITS	LEVEL OF IMPORTANCE (FROM 1 TO 4)	WHY	IF IMPORTANT OR RATHER IMPORTANT, HOW ARE YOU OPERATIONALISING THIS BENEFIT?
Better thematic balance and focus, meeting the needs and potential of the territory and the target groups covered through the experience and technical knowledge brought in by partners			
Collective commitment to and broad ownership, which will facilitate the implementation processes			
Development of innovative approaches			
Learning from working with other partners and the MA			
Broad general awareness, which will help to mobilise relevant stakeholders to			

submit funding applications			
Better complementarities with other policies, strategies and funding sources available in the area			
Other (please, specify)			

3. What kind of actions are you (is the MA) going to take to involve relevant partners in the preparation of the Programmes?

First of all, rank the actions in terms of importance, using the same scale from 1 (not important) to 4 (important). Then, fill the other two columns.

ACTIONS	LEVEL OF IMPORTANCE (FROM 1 TO 4)	WHY	IF IMPORTANT OR RATHER IMPORTANT, HOW ARE YOU OPERATIONALISING THIS BENEFIT?
Ensuring accessibility (e.g. for people with disabilities)			
Reducing administrative burden			
Promoting the partnership principle, its relevance and its added value to the potential partners			
Offering them timely, meaningful and transparent consultation			
Offering transparent working arrangements			
Involving them in assessing performance on different priorities, relevant report, calls for proposals			
identifying evidence on possible input (comments, concerns, recommendations) and its inclusion in the relevant programming documents			
Strengthening partners' administrative capacity			
Other (please specify)			

4. Is the MA planning to take onboard national, regional and local strategies in programming work? Please specify which ones and in which areas they will be taken on board.

AREAS	YES/NO	WHY	HOW
Needs analysis			
Priority development			

Fund allocation			
Indicator system			
Horizontal principles			
Other			