

Guiding Questions to clearly define the expected added value of the involvement of partners in the implementation phase

1. *What are the expectations of the Managing Authority while applying the partnership principle in the implementation phase?*

Use the following template to first rank the level of importance of each possible expectation, then to describe the measures you are going to put in place to make sure that the most relevant expectations are translated into practice. Use the following scale:

- (1) Not at all
- (2) Only a little
- (3) Some importance
- (4) A lot of importance

EXPECTATIONS	LEVEL OF IMPORTANCE (FROM 1 TO 4)	WHY	WHAT PRACTICAL ARRANGEMENTS CAN YOU TAKE TO MAKE SURE THAT THE EXPECTATION IS TRANSLATED INTO PRACTICE?
Promote a form of governance in which decision-making responsibilities are shared between the EU, Member States, and regional and local authorities, alongside stakeholders such as social partners, civil society actors and citizens themselves, in the implementation and monitoring of funds			
Better detect gaps, needs, priorities and possible solutions to identified common challenges			
Receive evidence-based knowledge			
Solve problems in the particular regions more effectively			
Create synergies among different policy tools and promote policy coherence			
Improve project implementation			
Promote the culture of working in partnership and			

collective learning among different actors			
Stimulate innovation by bringing together different perspectives, skills and resources			
Reduce administrative burden			
Pool complementary resources together and make funding more efficient			
Better align the use of EU funds for the implementation of SDGs and/or the European Pillar of Social Rights			
Promote harmonious development in the EU			
Other (please specify)			

2. In your experience, what is essential for the smooth application of partnership principle in the implementation phase?

Use the following template to first rank the level of importance of each factor, then to describe the measures you are going to put in place to translate these factors into practice, as well as the possible challenges and solutions to overcome them. Use the following scale:

- (1) Not at all
- (2) Only a little
- (3) Some importance
- (4) A lot of importance

FACTORS	LEVEL OF IMPORTANCE (FROM 1 TO 4)	WHY	HOW ARE YOU GOING TO TRANSLATE THESE FACTORS INTO PRACTICE?	POSSIBLE CHALLENGES AND SOLUTIONS TO OVERCOME THEM
Easy and timely access to relevant information for partners				
Clear internal rules and clear appointment mechanisms in monitoring committees				
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				
Other (please specify)				

3. In the opinion of the MA, what are the main benefits of the involvement of the partnership in the implementation phase?

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
- (5) Then, fill the other two columns.

BENEFITS	LEVEL OF IMPORTANCE (FROM 1 TO 4)	WHY	WHAT CAN YOU DO TO TRANSLATE POSSIBLE BENEFITS INTO PRACTICE?
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			
Increased quality of projects			
Increased performance of funds			
Better complementarities with other policies, strategies and funding sources available in the area			

Other (please, specify) | |

4. Which role are you considering assigning to each partner in the implementation phase?

Please fill the table below to choose the specific roles you would assign to each category of partners and to reflect on how.

ROLE	TO WHICH PARTNER	WHAT WOULD BE THE ADDED VALUE?	HOW ARE YOU GOING TO OPERATIONALISE THIS?
Give feedback to draft calls for proposals			
Participate in capacity building measures			
Give comments and inputs to strategic documents			
Participate in monitoring committees			
Consultation on a regular basis, whenever it is felt it could be of added value			
Setting up co-production processes to get partners' specific knowledge and expertise			
Partners disseminate information about Programmes and calls for proposals to their members and other stakeholders			
Other (please specify)			

5. What actions, mechanisms and tools will the Managing Authority use to foster partners' engagement in the implementation phase?