



Partnership: ensuring collective commitment and ownership in cohesion policy programmes

stimulate exchange

disseminate

review

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Coordination of programmes

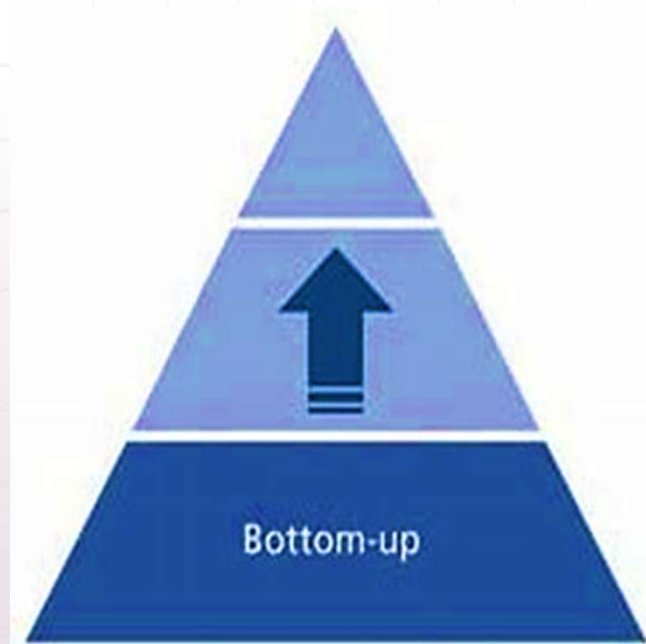
Partnership principle



Multi-level
governance



Bottom-up



Partnership shall include **at least** the following partners

Environmental partners,
NGOs, bodies
responsible for
promoting social
inclusion, fundamental
rights, rights of persons
with disabilities, gender
equality and
non-discrimination

(a) regional, local,
urban and other
public authorities;

(b) economic and
social partners;

(c) relevant bodies
representing civil
society;

(d) research
organisations and
universities, where
appropriate.

Key issues to consider

- Are partners well informed and in a timely manner?



- Are partners well consulted? Is there a functional feedback mechanism in place?



- Do partners have an impact on the final decisions?



- Are partners offered capacity-building opportunities?



Core principles stipulated by the ECCP

- Representativity of partners
- Transparency of selection procedures
- Partner involvement throughout programming and implementation
- Strengthening of institutional capacity of relevant partners
- Exchange of experience and mutual learning across the funds

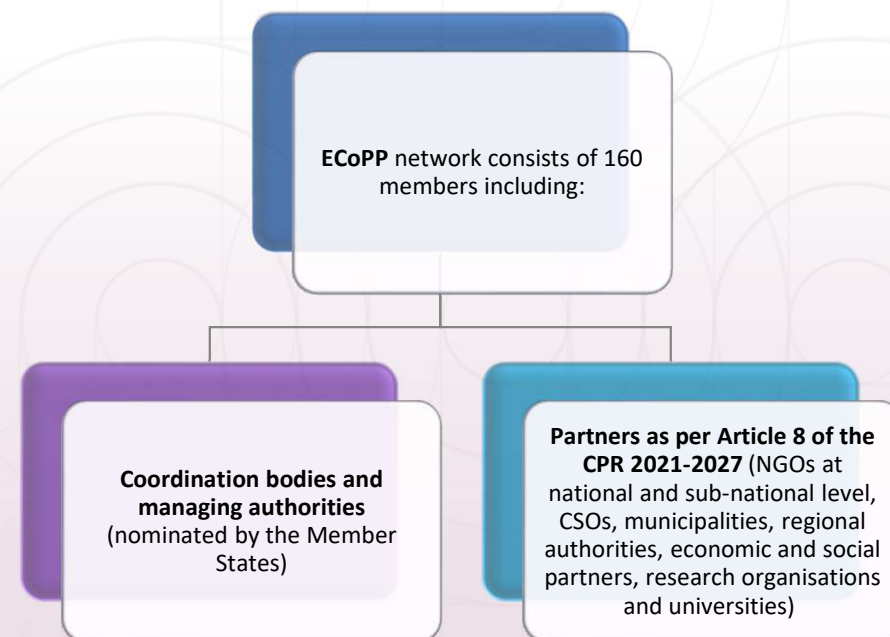


ECoPP launched in April 2022 with the aim to improve the quality of partnership across Europe and stimulate the exchange of good practices.

Objectives include:

- (1) to facilitate exchange of experience with partnership;
- (2) to stimulate capacity building;
- (3) to disseminate relevant outcomes, in particular good practices and innovative approaches.

EUROPEAN COMMUNITY OF PRACTICE ON PARTNERSHIP



Working Methods

- Yearly Plenary Meeting
- Continuous work in thematic sub-groups/task forces/working groups

2025 ECoPP working groups:

- Partnership in the next programming period (WG 1)
- Citizens' engagement in decision-making (WG 2)
- Change agents and improved partnership processes (WG 3)

Outputs available on the [ECoPP Inforegio webpage.](#)



PARTNERSHIP IN PRACTICE: LESSONS FROM THE GROUND



Partnership requires openness to innovative approaches and new ways to circumvent systemic issues for public authorities and partners alike such as lack of resources and expertise or weak capacity-building.



AIMING FOR HIGH QUALITY IN COHESION PARTNERSHIPS

A COMPENDIUM OF GOOD PRACTICES on PARTNERSHIP IN COHESION POLICY and SHARED MANAGEMENT PROGRAMMES



Compendium of Good Practices on Partnership

Context: follow-up on the third plenary meeting of the European Community of Practice on Partnership

Why? To inspire, to raise awareness on partnership and the European Code of Conduct on Partnership

Process so far: community and beyond, input-based

Current state: published on dedicated InfoRegio webpage, updates expected in the future

Compendium Structure/Clusters overview

- I. Setting-up a system that helps partners to get involved
- II. Selecting the right partners
- III. Smart and diverse consultation methods
- IV. Engaging with partners beyond consultation
- V. Making the best of the monitoring committee
- VI. Skilled people and organisations for better partnership



CLUSTER V. *Making the best of the monitoring committee*

Question: Monitoring Committee (MC) meetings: friends or foe? How to better support decision-making processes in the MCs?

Element of storytelling

The monitoring committees are key to cohesion and shared management funds' partnerships. They are often at the core of the partnership itself, where consultation and decision-making take place. However, they can also become contentious when issues like unequal stakeholder representation or conflicts of interest arise. Some managing authorities have successfully addressed these challenges, improving the effectiveness of these fast-paced, agenda-heavy meetings. Meanwhile some stakeholders have understood that timely preparation, increased expertise and smart advocacy can lead to concrete results that benefit their sectors and communities.

For whom?

Coordination bodies and managing authorities at national and regional levels; partners and relevant stakeholders.

Reference to European Code of Conduct on Partnership

Chapter IV: Good practices concerning the formulation of the rules of membership and internal procedures of monitoring committees



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CLUSTER V. *Making the best of the monitoring committee – Examples*

Example 1: In Czech Republic the managing authority for the JTF identified youth groups and organisations as privileged stakeholders

Example 2: In Ireland the managing authority organises site visits and uses a mix of formats and activities to facilitate stakeholders' discussions

Example 3: In Romania, partners who are members of the monitoring committees turn potential into concrete action with targeted measures

Example 4: The monitoring committee for the 2021-2027 Investment Programme in Lithuania established the rules of procedure during its first meeting

Example 5: Portugal implements a more dynamic engagement of the monitoring committee members, including platform sharing and project visits

Example 6: In Estonia, monitoring committee meetings function as a compass for capacity building initiatives





Cluster II. Partner with purpose



Cluster III. Smart & diverse
consultation methods



New open call to refresh ECoPP membership was launched in February 2025

Call for applicants can be found on the ECoPP Inforegio page: [Inforegio - European Community of Practice on Partnership \(ECoPP\)](#)



Thank you!

Contact the ECoPP Team via email: EC-ECOPP@ec.europa.eu

ECoPP Webpage: [Inforegio - European Community of Practice on Partnership \(ECoPP\)](#)

Compendium Webpage: [Inforegio - Compendium of Good Practices on Partnership](#)

