



## 2009 Symposium and Award Ceremony:

### Theme III: New Forms of Partnership Working

### Success factors and results of partnership projects (EPSA 2007 & 2009)

Maastricht – November 2009



## Assessment Criteria for Theme III: “New Forms of Partnership Working” (2009)



### General Criteria EPISA 2009

1. Innovation
2. Public concern
3. Significance/relevance
4. Impact
5. Learning capacity and transferability

### Specific Criteria Theme III

6. **Demonstrated benefits** of the partnership when compared to the alternatives
7. Appropriateness of partner **selection process**
8. **Effective governance** arrangements, including for management of risks

# Assessment Criteria for the “Collaborative Governance” Working Group (2007)



- 1. Innovative character
  - 2. Financial structurability
  - 3. Structuring with partners
  - 4. Cooperation
  - 5. Instruments
  - 6. Communication
  - 7. Innovation
  - 8. Transferability
- Part 1: Innovative character in the European context
- Part 2: Results and impact
- Part 3: Transferability

## Misconceptions – Partnership Projects are not...



- ... just **financial and investment** strategies
- ... just **procurement** projects
- ... just an option if **project funding is insufficient**
- ... **reducing the cost of finance**
- ... **short-term and just process oriented**; but rather lifecycle oriented
- ... **without competition**
- ... reducing **complexity**
- ... **soft privatisation**
- ... just partnerships between **public administrations and businesses**; but can also involve civil organisations and politicians

## 12 Success Factors of Partnership Projects



1. Partnership models require **strong leaders** and need **strong commitment and support** from important politicians (**promoter**)
2. Partnership models require the willingness to **share power and control**
3. Partnership models need **flat hierarchies** and **equal partners**
4. The **people** involved need to be **strongly convinced and motivated** of the partnership model and its objectives
5. Partnership models need **space for innovation**
6. Partnership projects require willingness to **accept and respect different cultures** and the ability to adapt by all involved partners
7. Partnership models need **clear**, but **not too much regulation**
8. Partnership models require an **active** internal and external **communication** policy
9. Partnership projects need **good planning and preparation with** all relevant **stakeholders** involved
10. All partners need to have **sufficient capacity and skills**
11. Partnership projects need clear **objectives, responsibilities and incentive schemes** agreed by all partners
12. Partnership projects need **strategic and financial controlling** and **risk management** from the beginning

# Consequence/Results of Partnership Projects



- Partnership models can generate real **win-win situations**
- Partnership models **improve efficiency**
- Partnership models allow for **faster implementation**
- Partnership models **increase product and/or service quality** (from public service to **service to the public**)
- Partnership models **improve risk allocation**
- Partnership models allow for **mutual learning** – partnership projects are **applied knowledge management** projects
- Partnership models **break up deadlocked processes, outdated structures** and **open broader perspectives**
- Partnership models can **improve reputation of public administrations** and **private sector**