



Study of Partnership in EQUAL Interim Report February 2007

Section 1 Rationale and Methodology

1.1 Introduction

This report presents the interim findings of a study of partnership being undertaken under the EQUAL Community Initiative, which has operated in Ireland since 1999. The issues highlighted here will inform the next stages of this study. A final report will be made available in September 2007.

1.2 Rationale for study

Partnership in Ireland is not a new concept or practice and has been in operation at local, regional and national levels since the late 80s and early 90s. More recently, the European Commission has identified that it wants to build the principle of partnership into the operations of the mainstream ESF fund after 2006 and the Department of Enterprise Trade & Employment has indicated that partnership will be one of the horizontal principles in the next round of ESF funding in Ireland.

The **partnership approach** has been consistently identified in evaluations from Round 1 EQUAL projects as a significant factor in achieving successful outcomes when testing responses to issues of discrimination and inequality in the labour market. In some cases, these projects were responding to issues or operating in geographic areas for which an existing partnership type structure already has a remit in relation to promoting greater participation in the labour market through education, training, employment and enterprise creation. Some Equal projects operated in parallel with existing city or county development boards and enterprise boards, (for example, Longford Women in Enterprise project, Equal at Work and the Westmeath Equal DP). Others, worked in parallel with area based partnerships, (for example, the Leitrim Partnership for Arts & Crafts Employment and the Kildare/Wicklow Equal Programme). However, despite project level, national level and Commission level evaluations it is not clear if there is something in particular about the composition, structure and operation or practice of partnership in EQUAL that supports the achievement of these outcomes.

1.3 Objectives of Partnership Study

This study of partnership in EQUAL is being undertaken to:

1. identify and document the factors that contribute to the effective operation of partnership under Equal and thereby contributing to the achievement of outcomes; and
2. inform existing and future partnership structures in Ireland of the lessons emerging from the operation of partnership in EQUAL over the last six years.

1.4 The methodology

The methodology for this study includes:

- a literature review to document the existing forms and operation of partnership in Ireland, particularly those with a remit in relation to labour market issues;
- a review of applications, Action Plans and Development Partnership Agreements of successful Round 2 EQUAL projects to establish the rationale for the proposed partnership;
- a questionnaire issued to the partnerships to identify the factors that contribute to the successful operation of partnership;
- analysis of initial questionnaire responses to identify issues to explore further during interviews with a small number of individual partnerships that will form the basis of individual partnership case studies;
- a follow-up questionnaire to all partnerships in 2007 to establish whether the expectations of working in partnership have been met.

This report presents an analysis of the issues that emerged from the initial questionnaire circulated to partnerships in April 2006. The full report of the partnership study will be available from September 2007.

Section 2

Issues emerging from initial questionnaire

“The fact that partnership is built into the EU EQUAL Programme as a principle means that projects must be overt about it. It must be built into structures and job descriptions, and it is measured. This helps it to happen in practice”

2.1 Introduction

This section presents the range of issues that emerged from the questionnaire (see appendix 1) circulated to participating partnerships in April 2006. These issues will be further explored in the next phase of the study. Nineteen of a total of 22 partnerships responded to the questionnaire.

Sections 2.2 to 2.5 elaborate and comment upon the issues emerging. Section 3 provides a summary of these issues. Throughout this report unattributed quotes are used to further illustrate the nature of the issues arising.

A number of recurring issues are highlighted across the various sections of the questionnaire. The prevalence and recurrence of these issues suggests their significance in relation to promoting and ensuring effective planning and development; governance; management and operation of partnership; and the delivery of partnership related outcomes. The issues that emerged are presented under the following four headings:

- **Governance and management;**
- **The operation of partnership;**
- **Outcomes secured from working in partnership and contributing factors; and**
- **Differences between working in partnership in EQUAL and other partnership arrangements.**

2.2 Governance and Management

There are broad similarities among the projects in relation to some aspects of governance and management as a result of programme level requirements and guidance. However, the scope for divergent practice is evident from below.

2.2.1 Composition of Partnerships

The partnerships are comprised of a broad range of actors, including government departments, state agencies, social partners, national NGOs, community and voluntary sector organisations, local and regional authorities, partnerships, and private organisations from a range of sectors including, banking, technology and HR management, to name a few. Table 1 below provides details of the classification and number of partner organisations that are involved in one or more of the 22 current partnerships. Appendix 2 has full details of the composition of each partnership in EQUAL Round 2.

Table 1 Classification and number of partner organisations participating in Equal Partnerships

Government departments	2
State agencies	14
Social partner organisations	5
National NGOs	20
Community & Voluntary organisations (locally based)	22
State initiated locally based initiatives	21
Local and regional authorities	9
Area Based Partnerships	14
County Enterprise Boards	6
City & County Development Boards	6
Employment Pacts	2
VECs	11
Education Institutions	12
Local Employment Services	4
Business Organisations	4
Hospitals	7
Private sector organisations	19
Others*	6

* Others: partner organisations that do not fall into any of the above classifications

The number of partner organisations participating in each partnership ranges from 3 to 50. Table 2 below provides a more detailed breakdown of partnership size.

Table 2 Size of partnerships

No. of participating partners	3-6	7-16	17-22	22+
No. of partnerships	9	10	0	3

2.2.2 Previous partnership arrangements

Without exception, previous partnership arrangements have existed between some or all of the partner organisations of the partnerships participating in the study. Both formal and informal partnership arrangements have existed. Previous formal partnership arrangements noted include structures such as Employment Pacts, other European Commission funded programmes (for example, New Opportunities for Women), Area Based Partnerships, City and County Development Boards, RAPID area implementation teams and EQUAL Round 1. Previous informal partnership arrangements detailed include developing funding proposals and undertaking joint activities in areas of common interest.

“The existence of a previous partnership arrangement is a distinct advantage in that partners are familiar with each other, both on a professional and personal basis, which gives a solid foundation to the partnership. Thus when conflict does arise, it can be worked through more effectively”

2.2.3 Decision Making

The partners as a collective bear responsibility for governance of the partnership. In all but two instances decision making in the partnerships is effected on a consensus basis. Typically, partnerships meet on a quarterly or more frequent basis. Table 3 below indicates the regularity of full partnership meetings.

Table 3 The frequency with which partnerships meet

Frequency of Partnership Meetings	No. of Partnerships
Quarterly	4
Every 4-8 Weeks	6
Once a month	6
More than once a month	1
Other	2*

* The first meets on an unscheduled basis and the second meets every 6 months.

In all cases, to facilitate the delivery of the workplan of the partnership sub groups have been established to oversee various functions or activities, for example, finances, research and development, policy and training.

2.2.4 Staffing

Typically, partnerships have a core complement of two staff, a co-ordinator and an administrator, who are responsible for the day-to-day operational aspects of the partnership. In the majority of cases these staff are employed on a full time basis. Depending on the nature and scope of the aim and objectives of the project implemented by the partnership and the actions required to deliver upon these, additional core staff are employed. These are normally engaged in delivering and resourcing or supporting activities engaged in under the workplan of the partnership.

While all co-ordinators are responsible for delivering upon the operational aspects of the project once the workplan has been agreed, some also have an active or key role in developing and informing the strategic direction of the partnership. The extent to which a greater level of responsibility for the coordinator in relation to strategic concerns impacts on the operation of partnership is unclear from the responses and will be explored further during the next phase of the study.

The extent to which the partners are actively engaged in delivering upon day to day operational and financial activities in addition to their broader governance role varies across the partnerships. Half of the respondents indicated that partners are actively involved in day-to-day management. Typically, they are involved in developing, delivering or participating in specific pieces of work or areas of activity.

2.3 The Operation of Partnership

2.3.1 Difficulties experienced in the operation of partnership

Partnerships were asked to elaborate upon any difficulties experienced during the required planning and development phase and during the operational phase of the partnership.

The responses here fall within four types as follows:

- No experience of difficulties;
- Difficulties experienced and resolved during the planning and development phase;
- Difficulties arising during the planning and development phase and persisting into the operational phase; and
- Difficulties emerging during the operational phase.

Two thirds of the partnerships indicated that they experienced no difficulties during the required planning and development phase. Of those who did, the three most common difficulties experienced are listed in Box 1 below.

Box 1: Difficulties experienced during the planning and development phase

1. Securing organisational commitment or buy-in to the partnership
2. Building a sense of common purpose or agreeing a shared vision among the partners
3. Agreeing the extent of the roles and responsibilities of partner organisations

"Issues with getting certain organisations to commit to the [partnership] for various reasons; dependent on personalities and personal relationships to get some organisations on board; also agencies are committed to many interagency processes and time constraints are an issue..."

Partnerships also indicated difficulties experienced once they moved into the operational phase. These are listed in Box 2 below.

Box 2: Difficulties experienced during the operational phase

1. Securing and maintaining organisational commitment
2. Achieving common understanding or reconciling different expectations
3. Communications

Securing and maintaining organisational commitment, and achieving a common understanding among/managing differing expectations of partners were also frequently experienced difficulties during this phase. For some, these issues persisted from the planning and development phase.

As the responses are not analytical in nature it is not possible to determine the cause of the difficulties experienced. For example, in relation to gaining and maintaining organisational commitment, it is unclear whether this is related to an issue of organisational capacity, or as a result of lack of clarity in the expectations of partners or lack of clarity about the level of commitment required. During the next phase of the study, the possible causal factors will be explored further.

It is interesting to note that, with one exception, none of the partnerships that have partners actively engaged in the delivery of operational aspects of the project experienced difficulties gaining and maintaining organisational commitment in either the planning and development or operational phase. The significance of partner involvement at this level will be examined further in the next phase of the study.

Some respondents who indicated a lack of difficulties at the planning and development phase attributed this to the existence of prior good working relationships among the partners involved or concerted efforts to foster support for the prospective partnership and its proposed workplan at the pre-development phase.

“There have been no real difficulties. I think this could be a result of there being a clear understanding of the strategy when submitted at application stage”

2.3.2 Building the capacity to work in partnership

Partnerships were asked to describe the extent to which they are taking steps to develop or improve capacity of the partnership to work cohesively as a collective. Two thirds of respondents

are incorporating partnership capacity building elements into their workplan. The range of activities include:

- **Holding facilitated planning sessions** during the development stage to clarify and agree project aims, objectives, partner roles and responsibilities and foster a sense of common understanding. It was felt that these activities supported the development of a shared vision, improved working relationships, improved the quality of the decision making process among the partners and enabled them to maximise possibilities that working in partnership presented.
- During the operational phase a number of partnerships are holding **facilitated review sessions**. Benefits identified to date or expected from these activities are the promotion and enhancement of a sense of mutual understanding among partner organisations and that through the development of good working relationships among the partners possibilities for collaboration beyond the scope of the current endeavour of the EQUAL project will be considered.

“Very positive feedback on this action to date, as it has increased collective partnership decision-making capacity”

- In addition to facilitating the operation of partnership processes, **the provision of dedicated inputs** has been utilised. Inputs include, disability awareness training, consensus building training, updates on current legislation and partner organisations making presentations on innovative models of working in their own organisation. As above, the partnerships feel that these interventions have supported and fostered the emergence of a common understanding among the partnership.

“Training promotes a common level of understanding, which is resulting in better participation and agreement across partners”

“The operational phase brought to the fore the [partners’] different expectations, both to each other and to the... Project management. The benefits of consensus training in the development phase assisted the deliberating of remedies which addressed issues such as conflicting needs of different members, internal partner competition and project goals and objectives”

2.3.3 Expectations of working in partnership

All but two respondents indicated that, to date, their expectations of working together in partnership have been met. A number of partnerships identified particular **factors that enabled them to meet their expectations**. The factors highlighted mirror the benefits identified by those partnerships that engaged in capacity building measures and are as follows:

- Clarity about roles and responsibilities of partners;
- The development of an effective working relationship among the partners is indicative of the existence of an understanding of the character and culture of participating partners;
- Mutual respect between partners;
- Well attended, participative partnership meetings with transparent decision-making processes;
- Motivation on part of the collective partnership to achieve results.

2.4 Outcomes from working in partnership and contributing factors

As well as highlighting issues in relation to the operation or processes of working in partnership, respondents were asked to identify the outcomes of working in partnership at three different levels as follows:

- at the level of the collective partnership;
- at the level of partner organisations; and
- at the level of the target group.

Finally, they were asked to identify factors that are instrumental in the achievement of these outcomes.

It is apparent from the responses that there was some confusion in distinguishing between outcomes at the level of the collective partnership and outcomes at the level of partner organisations. The outcomes cited by partnerships have been organised and presented below in the relevant category.

2.4.1 Outcomes at the level of the partnership

Box 3 lists outcomes at the level of the partnership in order of frequency. These include improving the collective knowledge base, changing perceptions within the partnership, and capitalising on synergies generated by working in partnership.

Box 3: Outcomes identified at the level of the partnership (listed in order of frequency with the frequency indicated in brackets)

1. Increased **capacity of partnership as collective** to secure outcomes as a result of synergies created (6).
2. **Greater perceived influence** as a result of developing and articulating a collective partnership response (5).
3. Acknowledgement and recognition of the **value of working in partnership** (3).
4. Increased **collective knowledge base** in the partnership (3).
5. **New models of working in partnership** developed and implemented (2)
6. Agreement on **common language/terminology** (1)
7. Promotion and acceptance of **positive attitudes to equality and diversity** within the partnership as a collective (1)
8. Integrated **strategic approach adopted** to responding to the needs identified (1).

At programme level, the implementation of the principle of partnership is intended to facilitate the achievement of strategic outcomes and it is positive to note the relatively high frequency of responses identifying increased capacity due to synergies and the articulation of a collective response.

Respondents were also asked if they intended to collaborate on a collective basis once the programme has concluded. One third of the partnerships indicated that they intend to undertake future collaborative ventures and specifically identified the areas of work in this regard. With one exception, the remaining two thirds indicated a willingness or intention to engage in further collective and collaborative arrangements.

"Experience to date has been very positive for [the] Partnership in so far as 6 member agencies are cooperating on initiatives both within the project and external to the project as a direct result of interaction within the [partnership]"

2.4.2 Outcomes at the level of the individual organisation

Box 4 below lists the outcomes at the level of the organisation in order of the frequency with which they were cited.

Box 4: Outcomes identified at the level of the organisation (listed in order of frequency with the frequency indicated in brackets)

1. **Increased awareness and understanding** of the context within which partner organisations work (their aim and objectives, areas of activity and delivery processes), which informs the development of the organisations work and its engagement with the target group (6).
2. **Sustainable strategic alliances** developed with commitment/intention to undertake future collaborative work (6).
3. **Relationships established**, developed or enhanced between partner organisations (5).
4. Organisational **processes, practices or policies influenced by the collective learning** of the partnership (3).
5. **Implementation of partnership models** within the organisation, in relation to engagement with the target group or in relation to other collaborative undertakings (3).
6. **Improved knowledge base in relation to the operation of partnership models** (2)
7. Organisational **commitment to continue work in the area** or to improve the quality of service delivery to the target group.
8. **High level support within organisations secured for interagency collaboration** resulting in effective connections established at all levels across organisations in the partnership (1)
9. **Horizontal mainstreaming within partnership organisations** secured (1)

It is interesting to note that process related organisational outcomes as a result of working in partnership do not feature prominently in the outcomes identified. It is unclear if this is as a result of a predisposition to identify product rather than process related outcomes or the relative absence of this type of outcome being achieved. This can be further explored during the next phase of the study.

The prevalence of the development of relationships and the identification of possibilities for future collaborative endeavours as outcomes at the level of the partnership and the organisation are indicative of the potential for longer term benefits to be gained from working in partnership.

2.4.3 Impact of partnership at the level of the target group

All partnerships listed a number of outcomes secured by their target groups as a result of the particular initiatives introduced by the partnership. Some identified outcomes specifically associated with the fact that these initiatives were implemented using a partnership approach and these include:

- Increased levels of effective participation in the design, implementation and review of initiatives intended for the target group;
- Change in perception, attitude and practice of those organisations or agencies participating in partnership towards the target group; and
- Improved access to services and supports, improved progression options/pathways.

Respondents identified a greater range of outcomes at the level of the collective partnership and individual partner organisations that are attributable to the fact that the project was implemented on a partnership basis. However, what is less clear from the responses is the extent to which using a partnership approach has secured outcomes for participating target groups, or in other words, the extent to which using a partnership approach has been effective in addressing the issue of discrimination in the labour market. This will be explored further in the remaining stages of the study.

2.4.4 Factors contributing to the achievement of outcomes

Respondents were initially presented with a list of factors and asked to rate their significance in relation to achieving outcomes from working in partnership¹. Respondents were then asked to list in order of priority, and without reference to a predefined list, what they considered were the most significant factors contributing to the achievement of the outcomes identified above. Box 5 lists the top four factors in relation to the former question and Box 6 lists the four most common factors identified in relation to the latter.

Box 5: List of the four most common factors that contribute to the achievement of outcomes (identified with reference to a predefined list).

1. The **defined scope of and timeframe for the project**.
2. The availability of a **dedicated budget** to undertake the workplan of the partnership.
3. The **dedicated planning and development phase**.
4. The **availability of resources to develop the capacity of the partnership** to work together in partnership.

Box 6: List of four most common factors that contribute to the achievement of outcomes (identified without reference to a predefined list).

1. Organisational and collective partnership **commitment**.
2. **Dedicated budget** available to undertake the workplan of the partnership.
3. **Good relationship**/trust between partners.
4. **Key organisational personnel** acting as the representative on the partnership.

From the above it is clear that partnerships attached importance to the availability of a **dedicated budget line** in order to support the effective working of partnership and the achievement of outcomes. Some comments made in relation to this include:

“Partnership at this level is a relatively new way of working., As such it needs to be resourced in all organisations budgets and not seen as an add on to existing work”

¹ Section 4.1 of the questionnaire in Appendix 1 details the list of factors.

"...the efficacy of a partnership's ability to make change is dependent on the power of that partnership to carry out actions and that would be impossible without a dedicated budget"

"A dedicated budget allows for sufficient resources, including staff, to be deployed to address the issues highlighted in the action plan and to provide the supports to organisations to be innovative"

Linked to this, respondents also highlighted the need for a dedicated and resourced **planning and development phase**. Ninety per cent of respondents considered that the planning and development phase was either an essential or very significant factor contributing to the successful operation of partnership. Respondents noted that this time is required:

- to forge a common understanding; and
- to foster good working relationships that support the successful achievement of agreed objectives in the short term and form the basis for possible future collaboration.

"...developing a shared understanding within partnership working requires a significant time input and a commitment to equal power sharing"

Collective partnership **commitment** and organisational commitment are cited as significant factors, both of which have been frequently cited as issues in other sections of the questionnaire.

It is also interesting to note that representation by key organisational personnel on the partnership is noted as a contributing factor here suggesting the importance of 'getting it right' at three levels – collective partnership commitment, organisational commitment and commitment of the individual representative to the partnership. Efforts will be made in the next phase of the study to further clarify the significance attached to each.

Some of the comments made in relation to this issue include

"Commitment from senior personnel is crucial in relation to sustainability and the mainstreaming of key learning points."

"The commitment and quality of working relationships across the partnership give effect to the partnership's continued efforts to the development and implementation of the articulated action plan ..."

Respondents also commented on the fact that working in partnership is perceived as being additional or subordinate rather than integral to the core work of the organisation and/or individual(s) involved. It is not clear whether respondents consider this a causal factor in relation to the extent of organisational commitment. This issue will be explored further during the next phase of the study. A sample of the comments in relation to this include;

"Partnership members can experience difficulties in attending as they are often involved in more than one partnership-type working arrangement as well as their "regular" work and this places demands on time that lead to prioritising. This can raise difficulties where issues might need to be addressed. The work of building and maintaining Partnership can often be seen as an "optional extra" and be undervalued by organisations and therefore not get the recognition that such work should get."

"Communication by partnership members is not always as prompt as it could be e.g. replies to emails, confirmation of attendance at meetings. This is probably because we are all very busy with our own work"

2.5 Differences noted between working in partnership under EQUAL and other partnership experiences

Finally, partnerships were asked to identify what they felt were the differences between working in partnership in EQUAL and previous partnership arrangements. The most common differences noted are:

1. the **availability of a dedicated budget** to deliver upon the aim and objectives of the project being undertaken by the partnership;
2. the availability of a **dedicated support structure**;
"The provision of excellent, easy to access technical support"
"...the [technical support structure] have provided advice and support on an ongoing basis to ensure that project outcomes are maximised within prevailing constraints"
3. the **emphasis on issues of a strategic nature**;
"The EQUAL project has allowed all the partners to look beyond the day to day needs of the clients/company and try to create opportunities to meet their needs in a much more strategic, structured and systematic way"

"Prior to EQUAL, partnership working consisted mainly of information sharing. EQUAL partners worked together to achieve common objectives"

The full list of differences cited is presented in Box 7.

Box 7: List of differences between working in partnership in EQUAL and other partnership experiences

1. Adequate and dedicated resources available to progress the workplan of the partnership.
2. Access to a dedicated support structure.
3. EQUAL requires and supports the adoption of a strategic approach by partnerships involved.
4. Defined scope of the project to be undertaken by the partnership.
5. Significant programme administrative requirements
6. Absence of a 'lead' or dominant partner.

"Previous experience was very much of the 'lead partner' model where the 'lead' took all decisions and control, with the other partners supporting on a prior agreed basis"

Section 3 Summary of General Issues Emerging from Questionnaire Responses

1. Commitment to partnership

Respondents indicated that the **collective commitment to the partnership** and organisational commitment of individual partners is key to the effective operation of partnership and for the achievement of outcomes.

Securing **organisational commitment** was frequently cited as a difficulty experienced in the planning and development phase of the partnership. For some, this persisted into the operational phase. It emerged as a difficulty during the operational phase for others. Interestingly, with one exception, none of the partnerships that have partners actively engaged in the delivery of operational aspects of the project experienced difficulties gaining and maintaining organisational commitment in either the planning and development or operational phase.

Significance is also attached to having **key personnel** acting as the organisational representative on the partnership.

In addition respondents attached significance to the extent to which the work of the partnership is perceived as being additional or subordinate to the core work of the organisations and individuals involved.

2. Resourcing the development and operation of partnership

All partnerships rated the availability of a ringfenced and **dedicated budget** to deliver upon their workplan as either essential or very significant to the effective operation of partnership and most noted that the availability of dedicated financial resources was a significant factor contributing to the achievement of outcomes from working in partnership.

In addition, access to a dedicated budget was the most common issue raised when respondents were asked to identify what they considered as the most significant difference between working in partnership in EQUAL and previous experiences of partnership working.

Respondents also identified the availability of resources to develop the **capacity of the partners to operate as a collective** as key to supporting the achievement of lasting outcomes.

Linked to this, the respondents also highlighted the need for a dedicated and **resourced planning and development phase** at the formative stages of partnerships. Ninety per cent of

respondents considered that the planning and development phase was either an essential or very significant factor contributing to the successful operation of partnership.

3. The adoption of a strategic approach

Respondents highlighted the fact that EQUAL requires and supports the adoption of a strategic approach as a significant difference between the operation of partnership in Equal and in previous partnership arrangements entered into. Given this strategic emphasis, it is positive to note the extent to which partnerships identified the development and strengthening of strategic alliances, commitment to undertaking further collaborative efforts and maximising on synergies that should ultimately lead to improved outcomes for the target groups as outcomes from working in partnership.

However, while the respondents identified the above and other outcomes achieved at the level of the collective partnership and at the level of participating partner organisations the extent to which working in partnership has in fact contributed to the achievement of outcomes for the target groups or has been effective in addressing the issue of discrimination in the labour market is not as clearly articulated in the responses and this will be explored further in the next stage of the study.

Appendix 1 Partnership Questionnaire



Partnership in EQUAL Questionnaire

Please refer to the **Explanatory Note for DP Members** before providing the collective DP response to this Questionnaire. The Explanatory Note briefly outlines the rationale, objectives, methodology and role of EQUAL DPs in this study of partnership in EQUAL.

Structure of the questionnaire

There are 5 sections in the questionnaire. It should be possible to nominate one individual to complete Section 1; this section seeks information about the form of the DP, its structure and operation.

However, it is important that a collective DP response be provided to Sections 2 to 5. These sections cover the development and promotion of partnership within the DP, expected outcomes from working in partnership and factors contributing to effective operation of partnership in EQUAL.

Instructions:

- 1 Please complete and return in electronic format.**
- 2 Where appropriate, please highlight the relevant option in bold or write the DP response in the text box.**
- 3 If you have any queries in relation to completing the questionnaire please contact Sinead Jackson at 01-8044114 or sjackson@equal-ci.ie**
- 4 Please return your completed questionnaire to sjackson@equal-ci.ie before Wednesday, 31 May 2006.**

Thank you for your participation.

Development Partnership Name: _____

Section 1: Form, structure and management of the DP

This section seeks information on the form, structure and management of the project, including governance of the project at the level of the DP and the delivery of the project at management or operational level.

1.1 What is the nature of the relationship between the partners?

Consortium

Company limited by guarantee

Other (please describe): _____

1.2 How often does the DP meet?

Once a quarter

Once every 4-8 weeks

Once every month

More than once a month

Other, please describe _____

1.3 How are decisions made at DP level?

By consensus

By majority

Other, please describe: _____

1.4 (a) How involved are the DP members in the operational and/or financial management aspects of the project?

Very Involved

Fairly involved

Involved

Somewhat involved

Not involved

1.4 (b) If the DP is involved in the operational and/or financial aspects of the project, please describe the extent and nature of this involvement

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Please provide brief details of any DP sub groups under the headings provided in the table below (please insert additional rows as required)

	Please provide details as appropriate		For each sub-group please indicate relevant option or provide description as appropriate	
	Name of sub-group	Purpose of sub-group	Regularity of meetings Once a quarter Once every 4-8 weeks Once every month More than once a month Other, please describe	How are decisions made? ● By Consensus ● By Majority ● Other, please describe
1				
2				

Please provide brief details of EQUAL project staff responsible for delivering the operational aspects of the project under the headings in the table below (include both those who are paid through ESF and those who contribute on a match funding basis). Insert additional rows as required.

	Please indicate the role or position	Briefly describe the functions and responsibilities of this position	Is this a full-time or part-time position?
1			
2			

1.7 How often do project personnel report to or inform the DP of operational progress in the project?

- Once a quarter
- Once every 4-8 weeks
- Once every month
- More than once a month
- Other, please describe

Section 2: Development and Promotion of Partnership within the DP

This section seeks to establish the investment by the DP in developing the relationship among the partners and their ability to work effectively together in partnership.

2.1 Have some or all of the partners to the DP previously worked together in partnership?

Yes

No

If yes, please provide brief details

2.2 Please provide a brief account of any difficulties experienced in establishing the DP during the initial Action 1 planning and development phase and how these were addressed.

2.3 Please provide a brief account of any difficulties experienced by the DP working in partnership since its move into the operational phase of the project and how these were addressed.

2.4 Have you or do you intend to facilitate or resource activities to develop and improve the capacity of the DP to work together in partnership?

Yes

No

If yes, please provide details of

(a) the nature of the activity and the timeframe within which it was/will be undertaken	
(b) the impact on the partnership to date or the expected impact of planned activities	
(c) the cost involved	

2.5 Have you or do you intend to develop any formal procedures or protocols to facilitate or support working in partnership, for example in relation to communications, decision making, etc.?

Yes

No

If yes, please describe these and the process involved in developing and putting them into place.

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Section 3: Expected Outcomes of Working in Partnership

This section seeks to establish the outcomes that can be attributed to working together in partnership.

- 3.1 In general, does the DP feel that its expectations of working together in partnership as a DP have been met? Please provide a brief account of the reasons why.**

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- 3.2 Please indicate the expected outcomes of working in partnership in the table below**

Expected outcomes for the DP as a collective	
Expected outcomes for partner organisations	
Expected outcomes for target groups	

- 3.3 What indicators will the DP use to support or demonstrate the achievement of these outcomes?**

Indicators to measure DP outcomes (e.g. protocols to guide the work of the partnership into the future)	
Indicators to measure outcomes for partner organisations (e.g. the uptake of WLB practices within DP organisations)	
Indicators to measure outcomes for target groups (e.g. increase in participation by members of the target groups in training)	

opportunities provided)	
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Section 4: Factors contributing to the effective operation of partnership in EQUAL

This section seeks to identify whether there are particular characteristics associated with the approach to partnership in EQUAL that enable or facilitate the achievement of the outcomes the DP identified Section 3 above.

4.1 Please indicate the significance of the factors listed in the table below in contributing to the capacity of the DP to work towards achieving the outcomes identified in section 3.

Please mark X as appropriate.

	Essential	Very Significant	Significant	Limited significance	Not significant at all
The defined scope of (aim, objectives and defined actions) and timeframe for the project					
The dedicated Action 1 planning and development phase					
The availability of a dedicated budget to undertake the workplan of the partnership					
The availability of resources to develop the capacity of the DP to work in partnership					
The requirement to monitor and evaluate the effectiveness of the DP					
The requirement to regularly report on progress made and results and impacts secured					
If applicable, the existence of a previous partnership arrangement between some or all of the partners in the DP					
The number of partners in the DP					

4.2

Are there other factors not indicated above that are contributing to the capacity of the DP to work towards achieving the outcomes listed in Section 3? Please describe

Other factor 1:

Other factor 2:

Other factor 3:

Other factor 4:

4.3 Based on DP experience to date, please list the three most significant factors that are contributing to the DP's capacity to work towards achieving the outcomes listed in Section 3. Please list in order of priority (1 being the most important)

1	
2	
3	

4.4 Please provide a brief account of why you consider these factors to be the most significant.

4.5 Based on your experience to date, what, if anything, would the DP do differently to improve the operation of partnership in the DP.

Section 5 Significance of the EQUAL Partnership Principle

5.1 What do you consider are the most significant differences between your experience of working in partnership in EQUAL and previous experiences of working in partnership?

5.2 Does the DP intend to collaborate on a collective basis after the conclusion of the EQUAL programme?

Yes

No

If yes, please give brief details of the nature of the planned collaboration

Appendix 2 Composition of Development Partnerships EQUAL Round 2

Entrepreneurship Pillar Projects	Equal Opportunities Pillar Projects	Asylum Seeker Pillar Projects
<p>Longford Equal DP Ltd</p> <ul style="list-style-type: none"> • Longford Women’s Link • Longford Community Resources; • Longford County Development Board; • Longford County Enterprise Board; • County Longford VEC; • Dundalk IT –Centre for Female Entrepreneurship <p>Point2Enterprise</p> <ul style="list-style-type: none"> • Paul Partnership • Moyross Community Enterprise Centre Ltd; • St. Mary’s Area Integrated Development Ltd; • Our Lady of Lourdes Community Services Group; • Southill Development Co-operative Society Ltd; • St Munchins Community Development Co. Ltd; • City of Limerick VEC; • Limerick Chamber of Commerce; • Limerick Institute of Technology; • University Of Limerick; • FAS; • Limerick Enterprise Network; • Limerick City Enterprise Board; • Limerick City Development Board; • Shannon Development. <p>Emerge</p> <ul style="list-style-type: none"> • Partas • BASE Enterprise Centre; • Cork City Enterprise Board; • FÁS; • Galway City Partnership; • Metro Eireann; • Small Firms Association; • South Cork Enterprise Board 	<p>Finding a Balance</p> <ul style="list-style-type: none"> • HSE West North Western Area • Gender Focus Group of Donegal County Development Board; • Donegal Vocational Education Committee; • Donegal County Council <p>LIFT – Leadership Initiative Females in Trade Unions</p> <ul style="list-style-type: none"> • ICTU • Institute of Public Administration (IPA); • National Centre for Partnership and Performance (NCP) 	<p>Transition Supports Project</p> <ul style="list-style-type: none"> • Curriculum Development Unit • Reception and Integration Agency • Health Services Executive (East Coast Area) • Tallaght Intercultural Action • City of Dublin Youth Services Board • Joint Dublin VEC’s Separated Children Seeking Asylum Education Service • Dublin Inner City Partnership <p>Roma Cultural Mediation Project</p> <ul style="list-style-type: none"> • Access Ireland • Roma Support Group • Health Services Executive- Northern Area • City of Dublin VEC • Dublin City University –SALIS • Tallaght Intercultural Action

Employability Pillar Projects

DP9

- Westmeath Employment Pact
- Dept of Social and Family Affairs;
- Westmeath Community Development Ltd; and
- National Counselling Institute of Ireland Ltd

FAS

You're Equal

- Roscommon Partnership Co. Limited
- Galway City Partnership Ltd;
- Cork City Partnership;
- FAS;
- ADM -Area Development Management;
- Probation and Welfare Service;
- Irish Prison Service;
- N.E.V.A.
- Roscommon Vocational Education Committee;
- Cork City Vocational Education Committee;
- Bridge Recovery Group;
- Linkage Project;
- Department of Social, Community and Family Affairs;
- Northside Community Enterprise Ltd;
- Dochas Don Oige; and
- Drug and Alcohol Services

Carlow Equal Employment Partnership

- Carlow Leader Rural Development Co Ltd
 - County Carlow VEC;
 - Carlow Jobs Club;
 - CANDO;
 - Dept of Social Welfare;
 - Carlow Chamber of Commerce;
 - Carlow Local Authorities;
 - SIPTU;
 - FAS;
 - Carlow Access Movement
- Carlow County Enterprise Board

LEAP – Legal Education for All Programme

- Irish Traveller Movement
- Ballymun Community Law Centre;
- Community Legal Resource;
- Trinity College Law School;
- FAS

WAM (Willing Able Mentoring) Programme

- AHEAD
- Aisling Foundation;
- Bank of Ireland;
- Dept of Finance;
- DCU;
- FAS;
- Gandon Enterprises;
- GET AHEAD;
- Savills Hamilton Osbourne King;
- IBM Intnl LTD;
- Irish Life & Permanent
- National Learning Network.

IE30 Equal Youth

- Ballymun Job centre
- Ballymun Regional Youth Resource;
- Ballyfermot Local Employment Service Network;
- Irish Youth Foundation;
- City of Dublin Youth Services Board;
- Ballymun Local Drugs Task Force;
- Ballymun Women's Resource Centre;
- Ballymun Education Support Project/School Completion Programme;
- FIT Ltd;
- Meitheal Mhaigheo ABP;
- DP/HSE Foroige Neighbourhood Youth Project;
- Co Mayo VEC;
- Youthreach, Ballymun;
- Youthreach Ballina;
- An Garda Siochana (Mayo);
- Probation and Welfare Service – Linkage Programme, Mayo;
- Mayo County Development Board;
- Probation & Welfare Service;
- Northern Area Health Executive;
- FAS West Region;
- Ballymun Community Training Centre;
- FAS Community Based Training
- Youth Action Programme
- Mayo County Development Board
- Ballark Community Training Centre
- Dept. Social, Community & Family Affairs
- Trinity Comprehensive School
- Erris CDP
- Parkside CDP

Tallaght Equal Assists (TEA)

- Tallaght Partnership Limited
- Co. Dublin VEC;
- Adelaide and Meath Hospital;
- Firhouse Day Activity Centre;
- National Training and Development Institute;
- PARTAS;
- Health Service Executive;
- Tallaght Citizens Information Centre;
- Tallaght Volunteer Bureau;
- Tallaght Intercultural Action;
- Tallaght Travellers Community Development Project;
- Tallaght Welfare Society;
- Centre for Independent Living;
- St Brigid's Home;
- EVE Holdings Ltd;
- Irish Wheelchair Association;
- Cheeverstown House Ltd;
- Enable Ireland;
- FAS;
- Hospitaller Order of St.John of God;
- IMPACT;
- SIPTU.

KWCD Employer Exchange

- KWCD Local Employment Service
- Enable Ireland;
- The Linkage Programme;
- KWCD Area Partnership Ltd;
- The Department of Social and Family Affairs;
- Our Lady's Hospital for Sick Children;
- PEI Ltd;
- John Sisk and Sons;
- Contract People;
- Grainne McAuley – Human Resource Consultant

E4 Education for Employment

- Central Remedial Clinic
- Killester College of Further Education;
- Institute of Technology, Blanchardstown;
- DIT Kevin Street;
- National Learning Network;
- Centre for Independent Living

	<ul style="list-style-type: none">• Society of St Vincent de Paul• RAPID Ballymun	
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Adaptability Pillar Projects

Clare Lifelong Learning Network

- Clare VEC
- Back To Education Initiative
- Brothers of Charity Clare
- Adult Guidance Service
- Clare Youth Service
- Community Education Service
- Kilrush Family Resource Centre
- Killaloe/Ballina Family Resource Centre
- Clare Family Learning
- Clare Reading & Writing Scheme
- Co Clare County Development Board
- Congress Information & Opportunities Centre
- Dept of Social & Family Affairs
- Teagasc
- Shannon Development
- Community & Enterprise, Clare County Council

Equal Ireland Lifelong Learning Network

- SIPTU
- Adult Learners Forum (BMW Region),
- FÁS
- Group of Learning Centres(BMW Region)
- IBEC
- Lionra

MITE – Meath Investment in Training and Employment

- Meath Partnership
- Meath County Enterprise Board
- Navan Jobs Club
- FAS
- County Meath VEC
- SIPTU
- Navan RAPID
- Meath CDB
- Meath County Council
- Dept of Social & Family Affairs
- Trim Chamber of Commerce
- Meath Citizens Information Service

e-Quality through e-Work

- Southside Partnership
- Dun Laoghaire-Rathdown County Council
- Dublin South Supported Employment
- One Family
- FÁS
- Southside Local Employment Service
- Roslyn Park College
- Department Social, Community & Family Affairs
- SWAN
- Disability Interest Group
- Venturepoint
- Clann Credo
- IBEC
- Senior College Dun Laoghaire

Senior Select Retain and Retrain

- Partas
- Age Action Ireland
- Contact Recruitment
- FAS
- ICTU

Equal at Work 2

- Dublin Employment Pact

Public Authorities & Statutory Bodies

- Dublin City Council
- South Dublin Co. Co.
- Dublin Regional Authority
- Local Government Management Services Board
- National Disability Authority
- Combat Poverty Agency

Trade Unions

- Irish Congress of Trade Unions (ICTU)
- IMPACT
- SIPTU

Trade Unions

- Irish Congress of Trade Unions (ICTU)
- IMPACT

IE38 Equal at Work 2 (contd.)

Local Employment Services

- Ballyfermot Local Employment Service
- Ballymun Job Centre
- Tallaght LES
- Inclusive Recruitment
- Work for U

Education, Training & Research Organisations:

- National College of Ireland
- National Learning Network (formerly NTDI)
- Chartered Institute of Personnel Development
- Eastern Vocational Enterprise (EVE) Ltd
- FAS
- Work Research Centre

Private Sector Companies

- Irish Life & Permanent plc.
- Jurys Doyle Hotel Group plc.
- Eircom plc
- Gandon Enterprises
- EBS Building Society
- Meteor Mobile Communications

	• SIPTU	
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