

Template

Assessment of a partnership proposal

Check list to strategic approach to partnership

Huawei collaboration

Introduction

This tool kit has been designed to support the assessment of proposal of formalised cooperation, nonetheless it is a useful approach to assess value added of all type of cooperation the ETF is engaged or intend to engage in, and therefore also when there is no formalisation of such cooperation.

This tool kit could be useful as a standalone document or used to trigger reflections on the ETF strategic approach to partnership and cooperation.

With the above in mind, the assessment process follows the pillars of the ETF strategic approach to delivery in partnership with the aim of Informing adequate decision making. You are requested to assess the proposal for partnership in terms of the following dimensions:

- A. Added value.
- B. Principles
- C. Risk analysis.
- D. Partnership instruments.
- E. Proposal for Partnership template

A. Value Added

- **Advance the HCD Agenda In the ETF Partner Countries**

The partnership provides the means to an end in creating the potential to achieve things ETF could not achieve alone. It also facilitates the opportunity to increase the dissemination of good practices and ETF proven methodologies. This extends to influencing the reform processes and the development of strategic policies.

Please provide additional information below

The partnership with Huawei opens doors for cooperation with the private sector while contributing to the external projection of the European Digital Agenda and the EU Gender Action Plan III, in particular the Chapter on Greening and Digital, in external relations. Huawei opened the Winter Female Leadership Programme to one participant from WBB6 and has accepted to open in addition to one participant from Ukraine for the Summer Female Leadership School 2022.

- **Access Capacities and Resources Beyond ETF's Current Means**

The partnership has the potential to find new or additional resources, enhance efficiency gains and cost saving; it affords the opportunity to make savings based on the economies of scale and provides increased access to resources and capacities outside the organisation. It also enables improvements in operational efficiency (cost/benefit analysis). It also creates the opportunity to unlock expertise expansion and sustain policy implementation.

(E.g.

From EC/Union bodies:

- *Additional funds through Contribution agreement – for actions compatible with the ETF mandate and objectives, justified by the specific expertise of the ETF, the nature of the additional tasks cannot be within the scope of the tasks already financed by the EC subsidy.*
- *Funds/reimbursement through Service level agreement – for provision of services*

From Member states, third countries, international organisations, non-Union bodies:

- *Financial contribution to a specific project through bilateral cooperation agreement – for contribution to ETF specific projects or actions: **funding of scholarships for young women from ETF Partner Countries – no transactions are foreseen between ETF and Huawei***
- *Reimbursement for services performed through bilateral agreement – for provision of services*

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- **Wider Influence**

The partnership allows the opportunity to increase the influence of ETF and provide opportunities to further advance the Human Capital Development agenda. This includes the opportunity to influence the thinking of international capacities and expand the knowledge base. It also enables ETF to increase its own visibility and credibility, thus enabling a greater capacity for the first reason to partner. Creating strategic alliances will in particular enhance ETF's international capacities, reach and knowledge base

Please provide additional information below

Huawei is very active with skills agenda (ex. see white paper on Strategies to Address Digital Skills Gap in the EU April 2022) and well connected with EU policy makers (EP, EC, MSs). The Female Leadership School has a very good visibility and the ETF can use the cooperation in its own media campaigns.

B. Principles

1. **Mutual Focus on Delivering Results associated with the Development of Human Capital:** A key feature of partnerships is that those engaged in the process aim to achieve positive results in the contributions to the development of HCD and the ETF Strategy.

Low High

Medium high

2. **Mutual Commitment** built on a strong mutual institutional commitment to collaborate, together with a cost-benefit analysis, resulting in a conviction that a partnership approach is necessary to achieve the desired goal

Low High

Medium high

3. **Equity among all partners:** The objectives and activities pursued throughout the life of a partnership should be fully transparent and involve mutual accountabilities and contributions, as well as shared risks and benefits among all partners.

Low High

high

4. **Integrity and independence:** Partnerships need to maintain the integrity and independence of ETF and partnering organizations.

Low High

Medium high

5. **Cost-effectiveness:** Partnerships should seek to minimize administrative and financial costs, without compromising accountability or effectiveness.

Low High

high

6. **Equality among all partners:** Equality requires mutual respect among all partners, regardless of the size or power of any one partner. The participants must respect each other's mandates, obligations, principles and independence

Low High

high

7. **Mutual Trust:** the partnership fosters commitment supporting innovation and willingness to take risks

Low High

high

8. **Complementarity:** Diversity is welcomed, and the partnership supports the best use of each partner's strengths, overcoming of overlapping and weaknesses to do things better together. The concept of complementarity should find its boundaries in ETF mandate, Strategy, Work Programme and implementing plans.

Low High

high

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9. **Responsibility to fulfil partnership obligations and commitments.** Partner organisations have an ethical obligation to fulfil their responsibilities to the partnership in a responsible and context-appropriate manner. They may agree to undertake activities only when they have the means, competencies and skills needed to deliver on those commitments.

Low High

High

10. **Concreteness and Measurability:** to ensure clear common objectives orientation and enable monitoring of progresses.

Low High

Medium high

C. Risk Analysis

Reputation impact

low

Low High

ETF reputation, including EU reputation, which can be damaged either by the fact of the partnership itself or by any fall-out in future should the partnership fail;

Please take into consideration that the ETF is endowed with legal personality¹, while maintaining a close corporate relationship with the Commission and respecting the overall political responsibilities of the Community and its institutions, it shall not be seen as representing the EU position to an outside audience or as committing the EU to international obligations,

Loss of autonomy

low

Low High

Working in collaboration inevitably means less independence for each organisation in the areas of joint work;

Conflict of interest

Medium low

Low High

Whether at institutional or operational levels, partnership commitments can give rise to uncomfortable compromises for the EU institutions;

Drain on resources

Medium low

Low High

Partnerships typically require a heavy 'front end' investment (especially of time), in advance of any appropriate level of 'return';

Implementation challenges

low

Low High

Once a partnership is established and resources made available there will be a fresh set of commitment and other challenges for each partner organisation as the partnership moves into project implementation

¹ Cfr footnote n.4

D. Partnership instruments

In accordance with art 3.6 of the above-mentioned Regulation, the ETF may establish co-operation agreements with other relevant bodies active in the human capital development field in the EU and worldwide. The Governing Board shall adopt such agreements on the basis of a draft submitted by the Director after the Commission has delivered its opinion. The working arrangements contained therein must comply with Community law.

Formalisation of partnerships takes place through the following instruments:

1. **Cooperation agreement (CoA)**

In order to implement this provision, the ETF has set a regulatory and strategic framework which leads to the signature of *co-operation agreements* when:

- it is proportional in consideration of the high political relevance and influence of the stakeholder and/or when the stakeholder requires to enter in formal cooperation to collaborate with the ETF
- it addresses the long-term implementation of the ETF strategic direction and thinking in relation to the Human Capital Development agenda;
- it supports the long-term development the EU and global Human Capital Development agenda; and
- It might mobilise relevant human and financial resources.

2. **Letter/Declaration of Intent (DoI):** In view to fulfil its function art 2 paragraph (d) “to facilitate the exchange of information and experience among donors engaged in human capital development reform in partner countries, “while ensuring proportionality, efficiency and effectiveness of its actions, the ETF may establish Letter/Declaration of Intent with other relevant bodies active in the field of HCD in the EU and worldwide. This may lead to the signature of DoI when the intent expressed by the Parties:

- Implies the reciprocal recognition of institutions present and active in the field of HCD in the EU and worldwide;
- Wants to express the intention to establish a potential and future cooperation if this might be relevant for the respective activities’ portfolio;
- Involves mainly sharing of information and expertise; and
- It does not involve necessarily allocation of resources

ETF partnerships, in all forms, **need prior approval by the Director** to ensure that the proposed purpose, scope and objectives match the organisational strategy and objectives.

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Proposal for partnership

Responsible of the request (ETF staff member): OKA

(Line Manager): MPR

Proposed modality:

- Strategic alliance
Cooperation agreement
- Operational partnership
Declaration of intent
- Different modality/template from Partner

Type of Partner:

- Country
- Organisation
- Individual

Proposed by:

- ETF
- Country/third part
- Partner

Potential priority partner?

- No
- Yes (specify:)
- *EU institutions*
- *Bilateral organisations MS*
- *Investment Banks*
- *International donors*
- *Platforms and networks*
- *(Other)*

Name of the potential Partner

_____ *Huawei Brussels* _____

Scope:

Thematic¹

SPD 22 Activity areas:

Gender

Potential Actions:

<p>Exchange of information</p> <ul style="list-style-type: none"> • Programs and Plans • Country and regional analyses • Project Outputs 	<p>Expertise/Knowledge Sharing</p> <ul style="list-style-type: none"> • Expertise • Methodology and methodological guides • Networks • Membership of Steering groups • Good practices • Harmonization of work plans/joint planning • Common evaluation of achievements and impact – shared objectives
<p>Joint Actions</p> <ul style="list-style-type: none"> • Country interventions • Projects • Peer reviews • Joint monitoring • Publications 	

Resources needed: FTEs _____ Staff involved OKA

Estimated Budget _____ n/a _____

Already Planned in SPD _____ no as such _____

Timing (Start date/End date): _____ signature 1 year + 2 _____

¹ Partnership with thematic scope and purpose to support ETF development as knowledge hub and broker in HCD/LLL expertise. And/or
² Partnership to strengthen cooperation at regional level with multi-donors organisations and /or networks or with one partners working in a specific region; cross-country cooperation. This will mean a break through the linear division of countries in regional clusters (for example) to be able to maximize the added value of actions serving needs and demands that can be clustered by different criteria. And/or
³ With one partner or a coalition of partners per country

