

REPORT WP3 Training 2 (Madrid)

Activity No.	N. 1 - WP3
Start date - End Date	From 8th to 11th october 2024
Activity type	Training 2 for Partners on how to create a Multistakholders ecosystem
Description of the activity	<p>GENERAL OVERVIEW</p> <p>The Training 2 for Partners focused on how to create a Multistakholders ecosystem with the aim of enhancing the capacity and the knowledge of the PPs in building the ecosystem based on the acquired practices in WP2 of PPs and associated partners.</p> <p>During the week (4 days of training) the Partners had the opportunity to learn:</p> <ul style="list-style-type: none"> - How to build the project governance - How to negotiate and facilitate the local stakeholders ecosystem <p>METHODOLOGY</p> <p>The Training provided theoretical concepts and practical tools for understanding: the Multi Stakeholder Partnership, different kinds of partnership, the Governance, the facilitation and negotiation of the local partners (competences framework of the partnership manager).</p> <p>The facilitator of the training (ANI with the support of Cité des Métiers de Paris) used a flipped classroom methodology in order to involve the participants.</p> <p>Also some energizers were used in order to improve the team building and the cooperation among partners of the project STRONGER.</p> <p>The participants developed:</p> <ul style="list-style-type: none"> - A chart with the identification of political and operational

stakeholders

- the identification of strategic and operational governance in each country
- A project charter made on the basis of the strategy that they are going to implement in each country

All outcomes are uploaded on drive

AGENDA

DAY 1:

- **Building the governance of multi-stakeholders ecosystem project:**
 - **1.1 Developing and formalizing new partnerships (Part 1) (ANI)**

Definition of a partnership

The relationship in a partnership is built on reciprocity. Win-to-win

Different kinds of partnership:

- political stakeholders -> they give credibility to the project
- operational stakeholders -> variety in order to cover several competences

Creation of a multi-stakeholder ecosystem

Formalization of a partnership through a contract in 5 steps:

1. identify the news and potential solutions -> development of the objectives
2. target actors with added values -> watch out the variety of stakeholders
3. craft your common project
4. agree on the strategy -> negotiation process: follow a win-win strategy
5. formalize the partnership -> trough 2 tools:
 - agreement/contract (formal agreement)
 - project charter (non-formal agreement)

Erasmus+ project Keep in pact developed by Cité des Métiers.

- **1.1 Developing and formalizing new partnerships (Part 2) (ANI)**

	<ul style="list-style-type: none"> - 1.2 Developing the governance of multi-stakeholder ecosystem project (Cité de Métiers) <ol style="list-style-type: none"> 1. steering committee 2. technical committee 3. thematic task force <p>To pilot the project development:</p> <ul style="list-style-type: none"> - strategic governance - operational governance <ul style="list-style-type: none"> - 1.3 Activity (CDM) <p>DAY 2:</p> <ul style="list-style-type: none"> ● Visit to the Sociologists Professional Association (“Colegio de de Politólogos y Sociólogos de Madrid”) <p>DAY 3:</p> <ul style="list-style-type: none"> ● Facilitating a participatory approach with partners and technical operators: <ul style="list-style-type: none"> - 2.1 The Competence Framework for multi-stakeholder cooperation management (ANI) <p>Main challenges concerning the facilitation with partners:</p> <ul style="list-style-type: none"> - formalization of cooperation - keeping up the project - time to spend in the project -> financing to cover this work - keeping the balance between partners in the ecosystem - not being capable of being leaders of the ecosystem. It is more realistic to support an already existing ecosystem - to add added value <p>Multi-stakeholder cooperation</p> <ul style="list-style-type: none"> - 2.2 Coordinating, managing and leading the partnership (Part 1) (ANI) <p>Partnership management -> maintain the partnership:</p> <ol style="list-style-type: none"> 1. achieve objectives 2. keep credibility 3. ensure the project continuity 4. better handle project challenges and opportunities
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Methodologies to be used:

1. have a well-defined project plan
2. Agile methodology -> agile management
3. maintaining strong relationships with partners and facilitate cooperation between partners -> work on communication and linkage
4. review and adapt partnerships -> change of interest
5. conflict management -> Thomas Kilmann conflict mode instrument

Potential conflict risk

Competences and soft skill to be an effective manager

Administrative and financial monitoring-> 4 main activities:

1. looking for new sponsors and funds
2. responding to new calls of projects
3. monitoring administrative and financial aspects of the partnership agreements
4. projects' reporting and responding to control system

Developing partners' competences in multi-stakeholders partnership through

- sharing good practices
- proving trainings
- evaluating implemented measures and activities
- collect and analyse data from the public and the partners -> create a database
- monitoring relevant national and local policies and reforms

Ensuring communication and representation activities

- **2.2 Coordinating, managing and leading the partnership (Part 2) (ANI)**

DAY 4:

- **Debriefing and evaluation of the week (ANI and All Partners)**

	<ul style="list-style-type: none"> Action plan and the next steps (ANI and All Partners)
Country of Venue	Madrid, Spain
No. of Participants	8
Funded duration (days)	4
Participating organisations	All organisation of the Consortium, except ICEP