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Secretary		
Sweden	Kista Open Academy	<u>SE-11</u>
DPs involved		
Italy	Fenice	<u>IT-IT-G-SIC-076</u>

A. Rationale and Objectives

1. Common interests/methodology/underlying problem

The agreement of transnational cooperation originates from some peculiar aspects concerning the objectives of the projects involved in the DPs. First of all, the projects of the two involved DPs have been proposed in the field 3E, Adaptability: it is aimed at the promotion of the lifelong learning in order to avoid the phenomena of obsolescence in the labour market and to favour the maintenance of the job of those people who suffer from many discriminations: the project aims at carrying out actions which can influence the systems of lifelong learning of the territories. This agreement is mainly interested in experimenting jointly the actions in the contexts that share common aspects and precise peculiarities. Such common interests are also evident in the structure of the DPs: these are composed of societies skilled in the vocational training, organizations of employers, trade unions and public bodies. The similar objectives of the projects, the structure of the PDs, the possibility of operating in social contexts that have the same characteristics, are peculiar elements of the cooperation that the agreement wants to develop. The problems shared by the two DPs are the following:

1. short importance given to the promotion of the Human Resources and to the lifelong learning as a tool to favour the persons who suffer from the discriminations in the labour market
2. improvement of the quality standards of the training offer
3. lack of an adequate system of certification of the competences
4. lack of the training programmes based on the clients' needs

The development of such actions will assure the possibility of updating the knowledge or favour the lifelong retraining of the persons who live in the areas involved in these actions, in order to avoid or limit their spillage from the labour market. The methodology that will characterise the transnational project will be based on a joint development of actions which want to achieve the objectives previously described. The agreement focuses on:

1. the exchange or adoption of methodologies which involve the target group
2. joint development of tools which identify the clients' needs

3. parallel development of innovative methodologies and approaches to favour the learning in the organisations (learning at distance, adoption of the concept of an organisation as a mind and space to promote knowledge and change)

4. joint development of tools to evaluate and certify the competences

5. joint development of training courses to update and retrain the target group

Such combined experimentations will be subject to actions of horizontal and vertical mainstreaming in the territories of the two partners. A network connecting the enterprises, the public bodies, the unions and the services for employment will be created in order to achieve successful results.

2. Lessons learned from previous relevant actions

The plans realized in the sphere of the previous Community Initiatives have developed a transnational cooperation based on a simple exchange of experiences or focused on the realization of comparative analyses, neglecting the common development of innovative approaches. In the light of the limits of such cooperation, this transnational cooperation considers as starting points the same subjects and the same problems of the involved DPs and wants to carry out an integration among the experimentations that will be developed. The DPs will introduce strategies to strengthen the efficacy of the cooperation and to increase the added value of the transnational quality of the respective plans, so that the cooperation will not be limited to the exchange of experiences and information, but will give a valid contribution to the plans, in terms of innovation and quality. This transnational cooperation that counts on the experiences the partners have had in the previous Community Initiatives wants to develop experiments taking into account the following aspects:

- necessity of favouring an active involvement of the beneficiaries of the initiative,
- necessity of favouring a collaboration between bodies and institutions,
- importance of the mainstreaming and the evaluation of the successful as well as unsuccessful actions.

3. The common objectives of the DPs

The DPs that will sign the present agreement of transnational cooperation, share a main goal to carry out joint actions aimed at:

1. experimenting good practises which can face the problems linked to the clients who suffer from discriminations in the labour market because of a vocational training which is not suitable to the requirements of the labour market;
2. awakening all the enterprises of the referring territory, the workers, the unions and all the local actors to the importance of the training courses as valid tools to overcome the existing gaps;
3. favouring contacts and cooperation among the DPs by arranging exchanges among the representatives of the local partners;
4. taking part in seminars which give information on the relevant experiences tried out in the two countries;
5. editing a report concerning the actions;
6. favouring the sustainability of the actions experimented by developing new projects about subjects of common interest.

4. The (common/complementary) products/deliverables foreseen

The products that will be developed in the transnational cooperation will be:

1. procedures and tools to point out the training requirements of the workers;
2. training plans aimed at updating or retraining the workers belonging to the target group. Individual and corporate training plans will be developed;
3. tools to evaluate and assess the competences. A system of objective evaluation of the results of the lifelong learning activities functional to the needs previously identified;
4. final publication of material and leaflets concerning the development of joint and parallel actions and the dissemination of the good practises experimented;
5. advertising material and leaflets to promote the lifelong learning.

The advertising material will have the purpose to make all the local actors aware of the importance of the lifelong learning and to guide the clients towards the training, as a tool to overcome the discriminations. Many persons suffer because of the lack of the competences which are not adequate to the requirements of the labour market

Such products will be spread through the Internet web sites created by the DPs in order to promote and spread the results of the projects.

5. Added value on the strategy and intended results of each of the DPs involved

The added value of the strategy that the partners will sign with the agreement will be achieved thanks to the cooperation: it offers the possibility of developing joint actions concerning each project and experimenting them in the different European territories which offer various opportunities. The interventions will be performed in territories that have different characteristics and that share the same interest in favouring the lifelong learning, as a means to avoid the risk of expulsion from the labour market. The TCA takes into consideration a Swedish DP and an Italian one. With reference to the Italian DP, the province of Catania is the most active Sicilian province from an economic viewpoint, thanks to the settlement and the development of many companies skilled in the new technologies. Yet in the province of Catania there is not any structured system of continuous learning: as a consequence many workers run the risk of losing their jobs because of the technological development. As to the entrepreneurial world, if we do not take into consideration the big enterprises the small and medium-size enterprises of the area usually do not organize training courses for the employees. As far as the Swedish partner, it will act in a context characterized by a large number of enterprises above all in the ICT field, Notwithstanding the development, there are some difficulties due to an inadequacy of the competences of many workers who do not succeed in being recruited by these companies. From the short description of the reasons and the problems which characterise the projects interested in this transnational agreement, it can be inferred that each DP wants to experiment actions to encourage the lifelong learning as a tool to face the expulsion from the labour market. Moreover each DP hopes that the cooperation, the combined development of actions and the exchange of know-how, can give birth to the good practices will be adopted in the future as instruments of active labour policy. To sum up the DPs of this agreement wish to carry out actions of horizontal and vertical mainstreaming based on the results of the common experiences.

B. Work Programme & Working Methodology

1. Transnational activities foreseen

a. Overall transnational strategy

B 1a. Global transnational action

As it has been previously said, the global transnational strategy, is based on the following actions:

- sharing the problems which are common to the national projects
- using common tools and planning common actions
- development of the preceding points
- evaluation of the results of the meetings aimed at exchanging experiences
- changes / modifications that originate from the comparison of the results
- dissemination of the results

In order to carry out the concrete foreseen activities, a Committee will be set up; it will be made up of the representatives of the two DPs (two members for each DP): Its task is directed to check and verify if the strategy previously explained is put into practice. The committee will set up mixed work groups interested in the development of the tools used to carry out the actions of the project.

b. Typology of activities

Transnational activities intended	Rating
Exchange of information and experiences	****
Parallel development of innovative approaches	****
Import, export or adoption of new approaches	****
Joint development	****
Exchange of trainees/trainers/staff	***

c. Description of the activities/tasks

Name of the activity	Description
<u>1. 1. System to identify the training plans (joint development)</u>	<p>Description</p> <p>This cooperation agreement focuses on an action of research and analysis, aimed at identifying the training needs of the disadvantages; the unemployed as well as the SMEs and the workers, in order to draw up a structured system for the development of training plans. The activity will count on questionnaires that will be given to the enterprises and workers. Besides, thanks to a computer system of data collection and assessment, created and experimented by this cooperation, it will be possible to have a rough idea of the problems existing in the</p>

	territories and to do comparative analyses.
<u>2. 2. Joint development of training plans to update and retrain the target groups</u>	This action aims at developing the training plans built around the needs identified
<u>3. 3. Exchange or adoption of new approaches which favour the involvement of the target group</u>	This action wants to favour the exchange of approaches used to involve and motivate the workers. The self evaluation, the self promotion, the ability of taking decisions and develop the empowerment will be taken into consideration
<u>4. 4. Parallel development of innovative approaches which favour the lifelong learning and learning in the organisations</u>	The action intends to identify innovative approaches in the learning organisations, able to encourage the lifelong learning processes and set up a virtuous circle of knowledge / learning in the organisations and to favour the business competitiveness. The attention will be focused on some aspects linked to the concept of “ learning organization” in other words considering an enterprise as a system where every member, at different levels, is involved in the learning process; on alternative learning , for instance, e-learning as a tool which favours courses tailored on the needs of the beneficiaries and gives the opportunity to choose how and when to train, by offering in this way a competitive advantage to the enterprises which do not have to remove the employees from the working process . These new approaches and those already experimented in the Swedish context and considered as successful will be the subject of a specific action of advice addressed to the entrepreneurs in order to stimulate them to have a positive attitude towards the training process .
<u>5. 5 Benchmarking (exchange of information and experiences)</u>	The comparison among the transnational partners and their projects will allow the DPs to identify the best performances and the most efficacious techniques of management. So it will be possible to fix the experimented and successful methodologies and to find out solutions to the problems that appear while carrying out the methodologies.
<u>6. 6. Development of common tools to evaluate and certify the competences</u>	This action will be useful to identify minimum standards the clients should have not to be excluded from the labour market
<u>7. 7. Conferences to exchange information</u>	The conferences to exchange experiences between the two DPs will make it possible to spread information and experiences all over the involved territories. This action will be perfectly

	integrated with the process of dissemination of the actions which the two DPs intend to carry out in their territories.
<u>8. 8. Visits to exchange experiences</u>	Two visits to exchange experiences will be planned every year; they will be addressed to the local actors involved in the problems connected with the labour market (beneficiaries, socio-economic bodies, representatives of the employers)
<u>9. 9. Dissemination</u>	The planned actions will be widely spread by: <ul style="list-style-type: none"> · an Internet web site that each partnership will create in order to make the national project light. The web site will have a field concerning the transnational activity, regularly updated. · Final event, aimed at spreading the results obtained and the good practices

2. Methodology for sharing information, results and working tools

The methodology the transnational partnership wants to adopt to communicate and share information and the results is the e-communication, by e-mail. The DPs will try to communicate through the web sites started up in the projects: in particular each web site will have a field concerning the transnational activities. An English version and an Italian and a Swedish version will be available.

Beside this ordinary means of communication some meetings will be organized periodically, before the start up phase of an action - to plan the steps - or after the end of an action - to collect the data and analyse the results.

In addition the national DPs will use, when and if possible, a system of videoconference in order to make it possible to take part into different meetings at the same time

3. Time schedule for milestones, outcomes and events

B3. Time schedule for milestones, outcomes and events

Activity 1 (June 2002- Dec. 2002)

Structured systems to carry out training plans

- questionnaires given to enterprises and workers
- data collection and assessment
- Carrying out of training plans

Activity 2 (Jan.- July 2003)

Exchange or adoption of new approaches which favour the involvement of the target group

Activity 3 (Apr 2003- May 2004)

Parallel development of innovative approaches which favour the learning in the organisations

Activity 4 (June 2003- May 2004)
Creation of common tools to evaluate and certify the competences

Activity 5 (June 2004- Nov. 2004)
Benchmarking

Activity 6 (Jan. 2002, Oct. 2002, Apr 2003, Oct. 2003, Mar 2004, Oct. 2004)
Conferences to exchange information.

Activity 7 (Jan. 2002, Oct. 2002, Apr 2003, Oct. 2003, Mar 2004, Oct. 2004)
Visits to exchange experiences

Activity 8 (June 2002, July 2003; Sept. 2002- July 2003; Sept. 2003- Nov. 2004)
Dissemination
1. Information material
2. Web site
3. Final event

Activity 9 (June 2002, July 2003; Sept. 2002- July 2003; Sept. 2003- Nov. 2004)
Work meetings

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C. Financial Provisions

1. Breakdown of budget for each activity (%)

	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>		<u>9</u>	Total
IT-IT-G-SIC-076	2.9%	1.5%	1.5%	2.6%	2.9%	2.9%	4.4%	2.6%	2.9%	24.3%
SE-11	4.4%	4.4%	5.9%	5.9%	5.9%	7.4%	19.1%	18.4%	4.4%	75.7%
Total	7.4%	5.9%	7.4%	8.5%	8.8%	10.3%	23.5%	21.0%	7.4%	100.0%

2. Arrangements for cost sharing and avoiding double funding

As to the sharing of the costs indicated in the previous schedule and referring to the transnational activities foreseen by this agreement between the two DPs, these latter have tried to be as precise as possible adopting the principle of reciprocity related to the individual costs. Even when considering the shared costs of the transnational activity, the partners have tried to adopt the a of the principle of reciprocity; if the principle of reciprocity can't be applied to some of the foreseen joint actions, the partners will use the principle of cost-sharing. The parties involved agree on the fact that the condition of participation will be compatible with the conditions imposed by the Community law in force. In addition, as this agreement is not regulated by any expected rule, they declare to refer to the provisions of the Equal document, Equal – Guide for transnationality, Briefs, Chapter 8, Financial planning for Transnational Cooperation, November 2001. With reference to the financial monitoring the DPs want to carry out questionnaires to record the money spent by each DP. Such questionnaires will be sent every three months to the DP in charge for being the Secretary; this latter will collect the data concerning the expenses, including the money already spent, then it will send them to the transnational partner within ten days from the receipt of the quarterly forms. If there are relevant differences concerning the costs foreseen, they will be

evaluated by a Steering Committee. In order to avoid double funding referring to the money spent to support transnational activities, the DPs undertake to keep separate accounts concerning the expenses mentioned above.

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D. Organisational and Decision Making Arrangements

1. Contribution and responsibility of each DP

If we consider the economic viewpoint and the Human Resources, the contribution the DPs will guarantee will be built around a system of equity between the two DPs. The responsibilities concerning the development of the actions foreseen by the agreement will be equally shared. In order to be light the Swedish partner has been appointed for the transnational partnership. In addition an organizing form has been applied; it will be addressed to the partner in order to clarify, from the beginning, the role the DPs play in the specific actions referring to the involvement, the coordination and monitoring. All this to achieve successful actions – apart from the specific economic contributions of the partners and the overall responsibilities of the Transnational Secretariat.

2. Role and tasks of TCA secretariat and external expertise

Beside introducing in the ETCIM database the English version of the TCA, the TCA Secretariat is in charge for modifying it (if the case): it will involve, co-ordinate and monitor the tasks the DPs have to perform according to the actions foreseen by the Transnational Cooperation. Actually the transnational Secretariat will be careful nothing happens which could compromise the successful conclusion of the Transnational cooperation, thanks to the support of the partners responsible for the activities, acts and events. The needs the Equal Transnational Cooperation presents, do not agree with a rotating plan of responsibilities concerning the transnational Secretariat. The Swedish DP will be in charge for the Transnational Secretariat.

3. Arrangements for decision-making

Two principles will regulate the arrangements for decision making:

1. the setting up of a Steering Committee
2. The prior of consent between the transnational partners

The Steering Committee will be composed of two representatives of each national DP and of a Chairman chosen by the leading partner, Sweden. These two representatives will be appointed by the national DP before the beginning of the actions planned in this agreement and will follow the activities supported by a secretary. The Steering Committee will meet at the beginning in order to plan all the activities and later, periodically, to specify new actions or to verify those already concluded. There will be almost six meetings of the committee along all the period. As far as the process of decision making linked to the development of this agreement is concerned, in every sphere of the cooperation and in particular within the Steering Committee, the agreement will be based on the consent of the two DPs. The DPs involve declare, in this sense, that the different opinions and ideas presume an enrichment, not a restriction or a danger. The diversity of opinions will have to be wisely highlighted in the framework of the transnational cooperation. If we add to all this loyalty and transparency between the transnational partners, we should have the basis for a successful transnational cooperation, of high value. Yet, if the common agreement won't be possible - although the

partners have decided to make an effort in order to avoid this kind of situation, the partnership will exceptionally have recourse to the mechanism of making decision by voting, in order to avoid any delay to the work or any obstacle to the progress of the activities planned.

4. Working language(s)

- EN

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E. Monitoring and Evaluation Procedures

1. Mechanisms for monitoring and evaluating of transnational experience and results

The DPs involved in the national projects have foreseen a monitoring action aimed at the constant observation of the actions in the project in order to improve and modify them on the basis of the objectives planned and the dissimilarities from them. The same monitoring committee involved in the projects will control the transnational activities in order:

1. to guarantee the respect of the quality standards
2. to re-examine, verify and validate the actions planned

The monitoring system foresees that every phase of the transnational cooperation is re-examined and verified together with the connected input and output. From this action the quality evaluation will come out, will be conveyed to the involved DPs through periodical reports and through a final report will be disseminated. The ways of monitoring will be different:

1. progressive questionnaires
2. structured meetings
3. interviews
4. data indicators

The questionnaires planned for the purpose will be mostly used, and the results will be expressed in figures in order to compare the achievements with the objectives fixed for every quality indicator.

2. Mechanisms for updating work programme, working methodology and organisational arrangements

Through the reports sent from the Monitoring Committee to the DPs, it will be possible to verify the efficacy of the actions and the achievement of the short, medium and long-term goals. Besides, the Monitoring Committee will stress immediately the discrepancies in the actions and the timing by comparing them with the initial agreement, so that the DPs could do the necessary adjustments, the updating of the planned work programme and the working methodologies in a very short time. This partnership will be carried out according to the rules and requirements of the regulations of the Structural Funds (Reg. 1260/1999), the European Social Fund (Reg. 1262/1999), the eligibility of expenditure of operations co-financed by the structural funds (Reg. 1685/2000), and the EQUAL Community Initiative Guidelines (COM 2000/C 127/02). DPs engage themselves on following the guidance provided by the Commission and Member States in the "Guide for transnationality" (notably modalities for transnational cost arrangements).

The Development Partnerships agree to carry out the transnational work as described in this

Transnational Cooperation Agreement. Any significant change proposed by the partners (e.g. changes in the content and financial aspects of the TCA work plan and/or on the composition of the partnership) must receive prior consent from the relevant National Managing Authorities and be agreed by all partners. A Revised Version of this TCA has to go through a consultation procedure via ETCIM and a copy must be sent to all National Managing Authorities.

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F. Other

1. Hyperlink(s) to other information/material

N.C.

2. Links to other linguistic versions of the TCA

N.C.

3. Dates of (this version of) the TCA

1. Sent to "validation by other DPs" by the DP in charge of the TCA secretariat	12-04-2002
2. Validated by all DPs	12-04-2002
3. Approved by all managing authorities	15-07-2002