

DAIDALOS

Version: **1.0** - TCA Id code: **4491** - Round: **2**

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Secretary

España	LAMEGI:LOGRAR ACCESO AL MERCADO DE EMPLEO COMO GARANTIA DE INCLUSION	ES-ES20040229
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DPs involved

Francia	JEUNES SOUS MAIN DE JUSTICE ET ACCES A L'EMPLOI EN ENTREPRISE MARCHANDE DANS LE	FR-AQU-2004-42614
Italia	Progetto COS: Concrete Opportunità e Servizi per detenuti ed ex detenuti`	IT-IT-G2-CAM-118
Italia	PEGASO: processi plurali di rete per l'inclusione dei detenuti	IT-IT-G2-EMI-020
Polonia	New way for ex-offenders	PL-24
Eslovaquia	Konzultačné a informačné centrum EDUKOS	SK-64

A. Rationale and Objectives

1. Common interests/methodology/underlying problem

Common interests: The overall guiding principle for this Transnational Cooperation Agreement is to provide a framework to share lessons and experiences from the implementation of the EQUAL programme in the partner regions, leading to the development of outputs that meet the needs of the target groups in their access to the labour market and at the same time their social integration. The TCA will provide for an open discourse on the issues and barriers faced by our respective target groups and the approaches being explored and adopted to overcome them.

Although all the partners share the same principles and objectives, the experience resulting from the transnational collaboration may also be useful to solve their particular problems. The six DP's share the following interests:

1. Provision of an intermediary opportunity to assist a variety of disadvantaged client groups into the labour market, through a process of individual assessment

of need, identification of individual education and learning needs, and the provision of on-going and sustained support to employment.

2. Promotion of a stable Network among the different partners, the knowledge of their own environments, the capacity of co-planning also aimed at establishing relationships and long-term collaborations.
3. All partners will work together in order to assist and provide on-going support to beneficiaries within the Partnership, to encourage them to gain access to sustainable training and employment opportunities, to include the use of new technologies, e.g. IT training, employer co-operation, bridge building and intermediary processes, including accreditation and vocational courses.
4. Successful approaches will be disseminated to all partners and to a wider audience e.g. key policy and decision-makers.
5. All partners will address the lack of coherent and co-ordinated support systems for integration into the labour market for disadvantaged people.
6. The partners will work together to overcome difficulties of disadvantaged people entering the labour market by:
 - Increasing the knowledge of opportunities both for the client and for the employer.
 - Raising the awareness of need
 - Challenging negative attitudes and prejudices towards disadvantaged groups, for example, those with mental health issues, socially excluded groups and people from ethnic minority groups.

Methodology:

All partners will collaborate on a range of activities. Certain activities may be shared on a bi-lateral and tri-lateral basis, according to the complementary interests of partners. These may ultimately be extended, but will commence on the basis of closely shared interests between the partners concerned.

Underlying problem:

In the last decade observers have been unanimously noting that imprisoned people are strongly increasing and that prisoners for misdemeanours, which are supposed to show low or extremely low danger rate, are the most numerous. This category includes a high number of habitual offenders that probably will commit a crime again.

Marginality and social exclusion are becoming the basic failure for imprisoned people. They were people living this condition even before entering prison, capitalising their disadvantage during their life until they enter the delinquent circuits and then prison. They meet serious difficulties in entering the labour world, in developing social and friendly relationship outside the deviant environment they come from, and in finding stable housing solutions (also due to economical difficulties).

Whilst the European labour market is relatively buoyant, opportunities in terms of accessing the labour market are unequal. There is a high concentration of unemployment in certain deprived areas, although the rates of employment and unemployment vary widely from area to area. The disparities are greater between local areas within regions than between regions themselves.

In addition to indicators of geographical inequality, certain groups face further disadvantage in the labour market. These groups include ethnic minorities, refugees, drugs (and alcohol) misusers, offenders and ex-offenders and the Homeless, amongst others. For these groups, unfair discrimination has been identified as a significant barrier to work.

At regional level, the DP's involved aim at tackling the following issues:

SPAIN

Lamegi intends to experiment the generation of economic activity and socially binding employment, as well as to co-ordinate itinerary-linked activities that guarantee the optimum use of the existing resources. The objectives pursued are:

1. To test the promotion of social employment markets with a specific formulation with respect to incipient developments within the EU.
2. To perform actions social clauses
3. To bind the proposals of the Public Administrations in the housing/accommodation and environmental areas, with the development of Agendas XXI.
4. To promote the active participation and self-organization of socially excluded persons who are collectively inserted by creating an activity, stating a compromise for the incorporation of women to the sectors and occupations in which their representation is inadequate.

FRANCE

Direct Jobs Access for young offenders (and ex-offenders) in mercantile enterprises by:

1. Encouraging employment access for young people from 16 to 25 years old under justice control, prioritizing direct relation with employers previously sensitized to their justice situation, and wishing to participate, from their own position in the Society, at a sentence execution improvement.
2. Optimizing alternative sentences rather than incarceration, being able to provide housing and jobs. The priority will be given to young offenders who cannot count on any family support.
3. Creating an institutional coherence getting together around the table all justice, employment, formation and housing actors (our DP today) and going from a

divided, partitioned answer to a linked answer.

Jobs: Utilization of short work contracts before long term contracts to adapt our propositions to the usual behaviour of the beneficiaries which is immediacy and short terms projects.

Formation/employment: Training given partly in educational institution and partly in the work place will be encouraged. If necessary, maturation steps to clarify a professional project will be activated.

Housing: Important stake in accordance with all actors (employers included) as a necessary factor for social and professional stability.

ITALY (Pegaso)

Main objective of Pegaso project is to fight against marginality and social exclusion (and consequently exclusion from labour world), a condition that normally affects most of the people suffering penal execution, and often much more earlier than their imprisonment. In addition, the only reference points outside prison are the deviant environment they come from and their consequent endemic recidivism.

To fight against these events and achieve efficient results, the priorities of Pegaso's project are:

NETWORK PROCESSES. To promote the institutional and social governance of the Networks and the integration among the systems of penal execution, of work, of public and private social services.

EXPERIMENTATION PROCESSES intended as innovative integrations of prisoners into the social and labour world. To promote the flexibility of managing work integrations, of adopting alternative procedures, of seizing stable opportunities for self-employment (profit and non-profit companies), subordinate job, temporary job, outwork, socially-useful job or other kinds of job.

COMMUNICATION PROCESSES. To promote a society for the non discriminatory knowledge through the responsibility and the active collaboration between the civil community and the prisoners. "Social Communication Agencies" and "Communication Local Laboratories" inside prisons.

POLAND

1. Working out and implementation of the system of training during the time of serving a sentence in agreement with the needs of labour market.
2. Working out a social contract, a tool for court probation officers, which will help in supervision of convict's behaviour from the moment of finish of penalty and will be concluded between probation officer and ex-offender in the scope of system of co-operation between different institutions. This contract will define the rules of acting, responsibilities of institutions and final beneficiaries. Influences taken towards prisoner will be closely joined with actions "at liberty".

3. Promotion and work agency. The aim of Development Partnership is convincing employers, that ex-offenders can be good workers. Components of this sub-projects are: opening the prisons for employers, engagement and ensuring them an influence on the process of training, financing a transport of convicts to the place of work, promotion in local media and on work fairs.

ITALY (COS)

The aim of the project is to promote an integrated approach of prevention of that factor picked out as the reason of social-working exclusion of offenders and ex-offenders. In particular it will to face the difficulty of the enterprise's system to relate whit this target, showing individual and collective advantage deriving from reinsertion of prisoners and ex-prisoners into the labour market. In second place the activity of promotion will involve the Public Administration whit the purpose of strengthening the connection between public, social and developpement policies. The main goal is to develop a labour culture as an alternative to criminal acts, which is on an educational basis.

The PS is composed by different organism whit specific competences, all closely related to the territory in which the programmed intervention will take place. The project will be realised according to two guide lines:

1. A strong promotion activity, not only enterprise centred, referring to the active involvement of local public administration. Furthermore will be picked up effective and concrete job offers for offenders and ex-offenders who are serving the last year of their sentence and the rest of prisoners offering a range of job opportunities on which the training offers will be developed. In this stage IN SERVICE S.r.l. will operate. Also crucial will be the role of the COPIM who work in the research field...The partner will identify the professional figures needed by enterprises involved in the promotion activity.
2. The training organization ENOF will intervene in the second stage of training, for the predisposition of all training activities needed for the individual training of receivers of the project. Also the creation of cooperatives within the prisons will be favoured for all those job activities feasible in that kind of contest.. In this stage the role of association "LA MANSARDA" will be crucial, in relation to the competence, developpement and management of prison reality.

SLOVAKIA

The DP aims at removing prejudice and discrimination against juvenile delinquents in the society by the means of informedness, the increase of their social skills, the increase of their possibilities to join labour market and to help the ex-offenders to join normal life in the society.

The tasks:

- To influence public in the way, that it becomes more empathic to young offenders, on the bases of negative feelings caused by present difficult situation, would not damn them, but give helping hand

- To involve society
- To inform them about the possibilities of alternative punishments/community sanctions for offenders
- To prepare various institutions to be able to 'absorb' offenders by means of alternative sanctions
- To remove prejudice and discrimination of offenders, mainly Roma community, to help them integrate in normal life, get in labour market and thus obtain safety and improve quality of live in society

The activities:

- The creation of consultation, training and information centre
- The establishment of multimedia 'classroom' within the area of Sucany— Prison for Juveniles
- Courses and trainings inside of prison – in order to gain the skills in information technologies, the preparation of the client to live outside of the prison, skills important for the labour market
- Courses and training outside the prison - workshops for NGOs, local self-governments, and other institutions where the offenders could serve their alternative sentence
- The work with juvenile delinquents – communication with offenders during the term of punishment in prison, the contact with the family of the sentenced person also after the release, networking based on individual cases e.i. employers, schools, NGOs in order to insert the offender to labor market
- Promotion campaign for general public
- Conference in Closed centre for juveniles

The expected results

1. The project will help juveniles in the prison to gain self-confidence and to get rid of the fear of joining the normal life in the society.
2. The established consultation centre will be useful help not only for the client but also for the local self-governments.
3. The created multimedia room in juvenile closed centre (DP member) will help the delinquents to obtain skills in communication and information technologies.
4. The clients from outside the prison will be offered chance to join labour market by means of real job offers guaranteed by partner self-government
5. The database of stakeholder institutions (which will 'absorb'/employ former

offenders within the frame of alternative sanctions or conditional releases) will be created.

2. Lessons learned from previous relevant actions

Through extensive experience of working in transnational projects and partnerships, including through the Community Initiatives ADAPT and EMPLOYMENT, the following lessons have been learned:

1. Allow time for partners to gain mutual understanding of each other's client groups and working methods.
2. Agree clear systems for the management and monitoring of transnational activities.
3. Research and intelligence is a vital part of every project, in knowing what approaches have been tried elsewhere and "what works?"
4. The importance of ensuring good communication between partners cannot be underestimated.
5. There needs to be clearly defined roles and responsibilities throughout the partnership.
6. All translational activities must be realistically budgeted.
7. Evaluation must be an integral part of project work from the outset.

Furthermore, indications from the evaluation of the European Employment initiatives, underlined the need for:

"Mainstreaming" and dissemination of good practice.

·A labour market open to all, with access supported by individual mainstream services, including special services where needed.

·A seamless process combining the individual's care, rehabilitation and employment services i.e. the use of more than one process to support clients to find work.

·Service users to be given equal opportunities to share in the development work and influence the process be empowered and well equipped to participate in decision-making.

·An adequate provision for life-long learning and development.

3. The common objectives of the DPs

1. Mobilising key agents to work together with the aim of confronting the specific problems of discrimination and inequality.

2. Developing innovative ways of combating discrimination and inequality experienced by disadvantaged groups with regard to work.

3. Testing support mechanisms to help the target groups integrate into the labour

market.

4. Creating thematic networks among the partners, in other terms joining actions and actors showing similarities and best opportunities for the exchange and the transfer of good practices throughout the different projects.

5. Working towards the accreditation for training towards employment.

6. Working with employers and/or their institutional representatives to pilot positive action measures to support disadvantaged people into the labour market.

7. Providing support for sustainable employment.

8. Establishing accessible training opportunities for disadvantaged groups, including the use of new technologies.

9. Matching employers with potential employees.

10. Addressing prejudices, attitudes and fears within employers that preclude disadvantaged groups gaining employment.

11. Promotion of Equal Opportunities for disadvantaged people.

12. Empowering disadvantaged people to enter the labour market.

13. Promoting experiences and languages of “creative social communication” shared by the partners with the civil community, to favour comprehension and knowledge of prison related problems by interesting mass media, voluntary workers, schools, stake holders and opinion leaders.

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

1. Joint reports on Good Practice for dissemination.
2. Exchanges of Best Practice to enhance outcomes.
3. Working meetings of the Transnational Steering Group (TSG).
4. Joint analysis of experiences and innovative approaches.
5. Methods for empowering disadvantaged people.
6. Exchange of information regarding systems for assessing and recording progress of beneficiaries.
7. Organisation of targeted activities to exchange experiences and positive outcomes and lessons learned.
8. Joint development of a partnership website and other media for dissemination.
9. Final product (at the competition of the project): agreement between 2 or more Partners willing to strengthen and continue their co-operation beyond the project ending.

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

The Transnational Partnership will add value to the work of each individual partner by:

- Introducing new ideas into the developments of tools and processes for the inclusion of disadvantaged groups in each partner country.
- Improving policy co-operation at a local level and between local and national levels in each partner country.
- Challenging currently accepted employment practice in each partner country.
- Improving the methods and systems to facilitate the transition of target groups towards work in each partner country.
- Maximising the impact of the innovations produced by the partnerships through the successful process of dissemination and mainstreaming.
- Mobilisation and active participation of beneficiaries and local society in each partner country.
- Bringing additional resources to the work of each DP, which would otherwise not have been available to them.

6. Added value and financial viability of associated partner(s)

Not relevant

B. Work Programme & Working Methodology

1. Transnational activities foreseen

a. Overall transnational strategy

The DAIDALOS Partnership will exploit the diversity of the individual DPs' activities to build on the experience and practices of the participating regions in their attempt to overcome social exclusion and/or discrimination in the European labour market. The TCA's activities will be structured around thematic action lines, as agreed in a joint preparatory meeting held in France in March 2005.

Each partner will hold a leading role for a thematic action line and be, thus, responsible for the organisation of the activities hereafter described.

Thematic action lines:

0.- Start-up - Leader: ITALY

1.- Drug alcohol addiction therapy in and outside prison - Leader: POLAND

2.- Filiere for labour reintegration, social enterprise and cooperation, public and private services to facilitate employment. Transnational thematic networks. “Social communication“ strategies (to be defined)- Leader: ITALY – Pegaso

3.- Municipal possibilities for the creation of jobs for the multi socially handicapped by creating municipal enterprises. Networks available - Leader: SLOVAKIA

4.- Model of financial and material sustainability; new possibilities in housing and insertion into the labour market - Leader: ITALY Cos

5.- Relations between employers and prisons (during the sentence period) Tutoring models for the integration into the labour world. Social housing strategies - Leader: FRANCE

6.- Individual working experience exchange for beneficiaries. Corporate Social Responsibility development model. Comparison with Agenda 21 - Leader: SPAIN

The work developed under the thematic lines will enable the partnership to produce a body of role models and promising approaches, generated by applied research, networking workshops or study visits and a series of events to agree on the conclusions and disseminate the results.

These reflections of direct experience will also be fed into the partnership’s final joint product, a catalogue, drawn from partners’ experiences, of promising approaches to combating gender and ethnic stereotyping.

There will be individual products at the end of each action line’s work and, if possible, a joint product (publication) with the conclusions of all the action lines.

b. Typology of activities

Transnational activities intended	Rating
Intercambio de información y de experiencias	****
Desarrollo paralelo de planteamientos innovadores	***
Importación, exportación o adopción de nuevos planteamientos	***
Desarrollo conjunto	***
Intercambio de alumnos/formadores/personal	****

c. Description of the activities/tasks

Name of the activity	Description
<u>1. MANAGEMENT AND COORDINATION</u>	A steering group will be created, including 2 representatives from each DP, with the following tasks: <ul style="list-style-type: none">• To review the scope and direction of all transnational activities.• To assist with the formulation of objectives, methodology, outputs, dissemination and evaluation.• To address and solve problems and drive forward the

transnational programme. • To act as a channel of communication to keep all partners informed of transnational progress and direction and to receive concerns and suggestions from across the partnership. The steering group will be chaired by France and Spain and will meet 6 times over the project's life cycle. The start-up meeting will be held in Italy in July 2005, to formalise the structure and the work programme.

2. METHODOLOGICAL RESEARCH AND DEVELOPMENT

For each of the 6 above mentioned thematic action lines, the partner in charge will develop a proposal for parallel development, including research and data collecting tools. The field work will be carried out by each DP individually and the results will be assembled by the DP in charge, who will publish the results in the chosen format (e.g., working report, digital document, book, etc.) The research will filter the most promising approaches and types of action, carefully evaluating the measures and processes used and taking into account individual national contexts.

3. STUDY VISITS/PLACEMENTS

In order to allow a deeper collaboration on the work to be developed under each of the thematic action lines, a series of study-visits will be organised by the DP in charge at the time. These study-visits, understood as workshops, will address the specific themes and strands of activity that partner countries will be delivering. The intention is to provide forums where the actors from the partner countries can meet to generate and share ideas and approaches; where people can present information and answer questions; and where good personal working relationships are fostered. The workshops will also be a major channel to allow the planning and progress of the different strands of co-operation via the exchange of staff, information and experiences. There will be six study visits, each one related to the thematic action lines identified. Nevertheless, there may be additional flows held on a bilateral basis, depending on the needs and budget of each partner. Additionally, there will be placements for the beneficiary groups organised on a bilateral basis between those partners interested.

4. SEMINARS

A series of events (6) will be organised to present the results of the work developed under each of the thematic action lines. These will be the forum for the presentation of reports /publications and the means to disseminate and foster transferability of the outputs obtained. The DP in charge at the time, will decide on the nature of the event to be organised; i.e. seminar, conference....and will be responsible for the logistics.

5. WEBSITE

A web-based Portal will be established which will be

used to exchange information on the progress of individual partners projects, to exchange case studies and examples of good practice and to facilitate progress on the development of joint products. The website will also be used as a tool to facilitate the monitoring of the project, allowing for virtual coordination meetings to be held when necessary. Links will be established between each of the partners' websites, which will provide further links to other relevant organisations and initiatives' web sites.

6. EVALUATION

The Italian partners, Pegaso and Cos, will hold responsibility and main costs over the evaluation and the management of the following actions: planning, data collection, intermediate evaluations, editing of final report on electronic support and pay all its costs. An evaluation subworking group will be created among the partners to give input to the DPs responsible.

2. Methodology for sharing information, results and working tools

E-mail, telephone conferences and chats, are to be used to plan activity and to exchange ideas, as well as internet discussion forums to explore various issues and themes.

A continuous programme of study visits, conferences, thematic workshops and one to one meetings, will be carried out to exchange ideas and find joint solutions to problems.

The internet will be used as a primary source of communication to share and disseminate written reports, studies, and other publications. Printed copies of reports and materials will be issued where appropriate.

3. Time schedule for milestones, outcomes and events

DATE: 07/05

COUNTRY: Italy

ACTION LINE: Start-up

FOLLOW-UP: 1st Steering group meeting

OUTPUTS: Work plan

DATE:07-11/05

COUNTRY: Poland

ACTION LINE: 1

FOLLOW UP: 2nd Steering group meeting

OUTPUTS: Document; Study- visit and/or exchange; Event

DATE: 12/05–04/06
COUNTRY: Spain
ACTION LINE:6
FOLLOW UP: 3rd Steering group meeting
OUTPUTS: Document; Study-visit and/or exchange; Event
DATE: 05-09/06
COUNTRY: France
ACTION LINE: 5
FOLLOW UP: 4th Steering group meeting
OUTPUTS: Document; Study-visit and/or exchange; Event

DATE: 10/06–02/07
COUNTRY: Italy (Pegaso)
ACTION LINE: 2
FOLLOW-UP: 5th Steering group meeting
OUTPUTS: Document on electronic support (as foreseen in the Chapter
METHODOLOGICAL RESEARCH AND DEVELOPMENT, MIN. 20 PAGG.)

DATE: 03-07/07
COUNTRY: Italy (Cos)
ACTION LINE:4
FOLLOW UP: 6th Steering group meeting
OUTPUTS: Document; Study-visit and/or exchange; Event

DATE: 08-12/07
COUNTRY: Slovakia
ACTION LINE:3
FOLLOW UP: 7th Steering group meeting
OUTPUTS: Document; Study-visit and/or exchange; Event

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>	Total
ES-ES20040229	5.2%	1.6%	6.8%	1.7%	0.6%		15.9%
FR-AQU-2004-42614	16.5%	1.6%	2.1%	6.1%	1.2%	1.6%	29.1%
IT-IT-G2-CAM-118	1.4%	0.4%	1.4%	1.6%		0.8%	5.5%
IT-IT-G2-EMI-020	1.4%	0.6%	2.5%	1.7%		1.0%	7.2%
PL-24	1.4%	0.6%	31.2%	4.8%	0.8%		38.8%
SK-64	1.0%	0.2%	1.0%	1.4%			3.5%

Total 26.7% 4.8% 45.0% 17.5% 2.5% 3.4% 100.0%

2. Arrangements for cost sharing and avoiding double funding

Whenever possible, the general procedures for handling the common transnational costs will be reciprocal arrangements. The principle of reciprocity has to be applied especially to joint activities and developments. The application of the principle of reciprocity has to be agreed unanimously.

The transnational co-ordinators are responsible for the implementation of a system of financial control. The system of financial control guarantees that common transnational activities costs will be, where possible, borne on an approximately equal basis by participating DPs.

The following costs will be paid individually by the concerned DPs:

1. Costs arising from the organisation of transnational conferences, working meetings, events, information visits and placements of participants (e.g. meeting facilities) will be paid by the hosting national DP.

2. Costs for travel, accommodation and meals (e.g. for conferences, working meetings, information visits and placements of participants) will be paid by visiting DPs.

3. The costs for a Co-ordination Secretariat will be paid by the DPs responsible for this activity. The Spanish and the Italian partners, according to the national PIC (National Equal Programme), won't be able to share costs with other transnational partners

D. Organisational and Decision Making Arrangements

1. Contribution and responsibility of each DP

Each partner in turn takes responsibility for the management and coordination of a thematic action line, including a steering group meeting, a parallel research, a study visit and the organisation of an event to present the conclusion of the specific theme.

Besides, each Partner will be responsible for:

- Carrying out their part of the work plan.
- Ensuring participation of its staff in transnational activities.
- Recording progress on transnational activity. This will be reported to the transnational steering committee meetings every five months.
- Organising and paying for their own travel and accommodation arrangements.
- Supplying written material for the joint documents of the partnership, in English.
- Supplying information for the website of the partnership.
- Taking an active part in the evaluation of the partnership.
- Ensuring the successful dissemination of the results of the evaluation of the partnership.

- Planning for the hosting of activities in their own country: a study visit, the organisation of an event to present the conclusion of the specific theme, and, at its competition, a report/table of the results achieved.
- Each organizer partner of an event commits to produce, before the following Management meeting, two written tools :
 - The meeting report and results of the work done during the two or three days event (conferences, study visit...). English edition minimum 20 pages.
 - A document presenting a comparative analysis of each six countries (structures, resources, experiences, means, regulation...) in the thematic developed thru its event. For that, every other member commits to send a specifications sheet including the answers for his own country.

2. Role and tasks of TCA secretariat and external expertise

The TCA ‘Secretariat’ will be held by France and Spain and will have the following tasks:

- 1· Arranging meetings of the Transnational Steering Group and of specialist sub groups.
- 2·Preparing agendas for meetings in consultation with individual partners and ensuring that they are circulated well in advance.
- 3·Ensuring that actions agreed at meetings are circulated and that they are followed up between meetings.
- 4·Monitoring progress towards the achievement of the objectives and targets in the TCA and reporting on this to individual partners and the Steering Group.
- 5·Coordinating the TCA evaluation and dissemination programmes.

3. Arrangements for decision-making

The general principle of decision-making in this TCA is the principle of unanimity between all involved DPs. The principle of unanimity will be used in all cases of co-operation of the DPs. Changes and supplements to the agreements and rules in this TCA need the vote of all participating DPs.

Exceptions to the rule of unanimity may be given in cases of desired cooperation of less than all DPs. This TCA allows the opportunity for desired transnational cooperation between two or more national DPs (sub co-operation). In cases of a sub co-operation between two or more DPs, the principle of decision-making is reduced to the unanimity of the participating DPs in this sub co-operation. The transnational co-ordinators (steering group members) get the power of attorney for each participating DP.

The transnational co-ordinators:

- are the responsible representatives of every participating national DP and have the right to vote for its national DP in questions related to this TCA;
- are obliged to co-ordinate and represent the will of their national DP in the decision-making processes, which are necessary to implement the objectives and actions of this TCA;
- organise the necessary national processes to implement the objectives and actions of this TCA;
- support the evaluation of the common transnational objectives and actions according to this TCA.

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

It is expected that transnationality will generate innovative ideas and result in the transfer of best practice from one context to another. It is important, therefore, to be able to evaluate the differences (value-added) that transnationality achieves to national activities, to national partners' activities and to national and European policy and practice.

Necessarily it must be aware of the baseline starting point (ex ante evaluation) and be able to assess the outcomes and impacts that transnational work will achieve when it comes to the end (ex post evaluation).

The evaluation system and protocol will be approved over the first transnational meeting to be held in Italy in July 2005.

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

Based on the monitoring and evaluation of the transnational cooperation, partners may decide on changing the initial working plan. They will decide on a consensus base. If not possible the steering group will make a decision, any substantial changes will be discussed in advance with the National Agencies of EQUAL

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 | 27-04-2005 |
| 2. Validated by all DPs | 29-04-2005 |
| 3. Approved by all managing authorities | 25-07-2005 |
| 4. TCA Ended | |
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