

Transnationality works!
if you work at it!

Employment & social affairs



What is the European Social Fund?

The European Social Fund (ESF) invests in people. Its purpose is to improve the prospects of those who face the greatest obstacles in finding, keeping or regaining work. In this way the ESF enables millions of people throughout the European Union to play a fuller role in society and thus improve their quality of life.

The ESF provides European Union funding on a major scale for programmes which develop or regenerate people's employability. This task centres on providing citizens with the right work skills as well as developing their social interaction skills, thereby improving their self-confidence and adaptability in the job marketplace.

The ESF channels its support into strategic long-term programmes which help regions across Europe, particularly those lagging behind, to upgrade and modernise workforce skills and to stimulate entrepreneurial initiative. This encourages domestic and foreign investment into the regions, helping them to foster greater economic competitiveness and prosperity.

The ESF is the main tool through which the European Union translates its employment policy aims into action. In the six years 1994-1999 the ESF, which operates in all Member States,

will have made available ECU 47 billion, accounting for almost ten per cent of the European Union's total budget.

The ESF also helps unlock funding at national level, through the use of a joint-funding principle which permits ESF support to be made available only for active measures already being undertaken by Member States to increase people's employment prospects.

The ESF's aims are both preventive and remedial. To help prevent future long-term unemployment, the ESF focuses its support on programmes which prepare young people better for working life, which help those in employment adapt or develop their skills to meet the challenges of change in the workplace, or which intervene early to help those losing their jobs who may be at risk of long-term unemployment to regain work quickly. For those who have reached the stage of long-term unemployment, the ESF concentrates on supporting co-ordinated programmes which provide a step-by-step path for people back into work. Underlying all the ESF's work is the principle of ensuring equal access to employment for men and women, the disabled, and disadvantaged minorities at risk of social exclusion.

Programmes are planned by Member States together with the European Commission and then implemented through a wide range of provider organisations both in the public and the private sectors. These organisations include national, regional and local authorities, educational and training institutions, voluntary organisations, trade unions and works councils, industry and professional associations, and individual companies.

The ESF helps fund a broad range of active schemes and projects, which include vocational training; work experience and placement schemes; training of teachers, trainers and public officials; employment counselling and job search assistance; employment aids and child-care facilities; schemes for developing or improving in-company training systems and structures; and research projects which anticipate and help plan for economies' future workforce needs.

The ESF acts as a catalyst for new approaches to projects, harnessing and bringing to bear the combined resources of all involved. It fosters partnerships at many different levels and encourages the Europe-wide transfer of knowledge, sharing of ideas and best practice, ensuring that the most effective new solutions are incorporated into mainstream policies.

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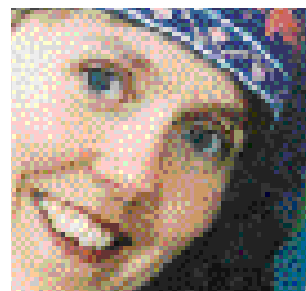
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Innovations n°8



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European Commission



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Introduction

Transnationality is one of the five guiding principles of the ADAPT and EMPLOYMENT Human Resource Community Initiatives* along with innovation, bottom-up approach, complementarity and the multiplier effect. It is also one of the features, which distinguishes these two Community Initiatives from other activities, supported by the European Social Fund (ESF). The main objective of these two Initiatives is to promote innovation not only in the mainstream ESF, but also in the training and employment policies and practices which are in force at national, regional and local level throughout the European Union (EU). The basic reason for having transnationality as a guiding principle is simple - the sharing of new innovative ideas and approaches across national boundaries, promotes further innovation, produces more effective outcomes and increases their impact, as these results can be picked up and used in a number of different countries.

At project level, transnationality means co-operation between promoters based in different Member States. Both in ADAPT and EMPLOYMENT, promoters exchange approaches and develop new products to enhance the level of employability, adaptability and entrepreneurship of their target groups and at the same time, increase the effectiveness of their own organisations. In addition, ADAPT seeks to promote transnational co-operation between SMEs.

At policy level, the Initiatives foster a transnational exchange of information between representatives of the Member States, in particular the ESF Heads of Mission, who bear the first responsibility for the implementation of the ADAPT and EMPLOYMENT at national level. European level publications and conferences are used to disseminate policy recommendations based on an analysis of a critical mass of transnational projects working on a particular topic or theme.

However, engaging in a systematic transnational co-operation implies working in a new context, and facing new challenges. It necessitates an investment on the part of project



promoters and national authorities. Promoters have to identify potential partners, build up working relations with them, and prepare and implement joint activities. Authorities have to assess the potential role of transnationality in the projects to be selected and, in their implementation phase, to determine and exploit its actual role and contribution. Such an investment of time and effort will only be justified if it leads to a significant return. This document addresses the question of whether transnational co-operation really produces results better than those which could have been attained by projects working in their own local, regional or national environment. In short: does transnationality work?

'Transnationality works, if you work at it!' was the response from one Irish ADAPT project to this question, and this is exactly what this publication attempts to demonstrate by using some 60 case studies of ADAPT and EMPLOYMENT projects from all 15 Member States of the European Union. Together, the 60 case studies provide information on 7% of all the transnational partnerships

which were created by the projects that were selected in the first call for project proposals.**

Transnationality is explored from three perspectives in this publication. The first section analyses the four main types of transnational activities. The second section illustrates the areas of impact of transnational activities and products. The last section highlights the factors which make transnationality a success, as well as some issues for further development.

In 1997, a second call for proposals was launched. As the second round partnerships started their work in early 1998, it is still too early to report any results in this publication. These will be reported in another report on transnationality, planned for the end of 1999.

* For more information about the ADAPT and EMPLOYMENT Community Initiatives see annex 2

** See annex 1 for more details about how these cases of good practice were identified.

The Main Transnational Activities

Box 1

Transnational activities and their effects

Exchanging information and expertise between Member States

- Deepens the understanding of situations in other Member States
- Boosts the quality of the planning of national projects
- Improves, through benchmarking, the standard of provision
- Leads to the identification of alternative solutions or approaches

Transferring and adapting existing tools to situations in other Member States

- Reduces development costs
- Speeds up the process of innovation

Jointly developing transnational products, ensures that

- New tools respond to demands in participating countries
- Maximum use is made of available expertise
- Differences in national perspectives are taken into account

In ADAPT, projects are working at local or regional level to provide new methods and tools for employers and employees, particularly in SMEs, to enable them to anticipate industrial change and deal with its effects. EMPLOYMENT projects are trying to find new solutions to help women, young people with no or low qualifications, people with a disability and those who are most excluded from the labour market to find or to retain suitable jobs. All projects are working transnationally



with at least one, and normally three, partners from other Member States on:

- exchanging information and expertise, or benchmarking practices in different Member States;
- transferring and adapting existing tools to situations in other Member States;
- jointly developing transnational products;
- applying transnationality as a stimulating learning environment.

Exchanging information and expertise, or benchmarking practices in different Member States

A common starting point for transnational partnerships is an exchange of information on aspects of national situations relevant for their joint work. Frequently this has provided a common platform for co-operation. Common challenges are recognised *"Through my experiences on the different projects, I have observed that the needs of the participants for encouragement, praise support, and guidance are universal needs"* (Y-1995-IRL-001 – see Annex 1 for an explanation of these project references).

At the same time the different ways in which these challenges are met in the various countries are highlighted.

Structured exchanges of information and expertise are very important, as they enable promoters to look at their own situation 'through foreign eyes.' Joint analysis **deepens the understanding of the situation in other Member States** but also in one's own. Promoters have realised for example that in other countries a wider range of skills are included in courses for the construction sector (A-1995-UKni-004) or that regulations on child care provision differ considerably between countries (N-1995-IRL-039). A second significant result of such in-depth exchanges of views is the adaptation of the project work plan. An exchange of information **boosts the quality of the planning of national projects** through the infusion of new ideas. In the case of a Finnish project, meetings with the partners led to the inclusion: *"... of the community development approach from Ireland and the women friendly pedagogical approach from the Swedish partner... (and we) ... also found a method to develop local communities by taking advantage of the skills resources of local women."* (N-1995-FIN-010). Taking into account the experiences of its partners, a Belgian project decided to base its training on a competency



model instead of a deficiency approach (N-1995-Bnl-005).

A Dutch promoter providing courses to young refugees echoes these messages. The organisation adapted its on-going project, and based its project proposal for the second round of EMPLOYMENT, on information gained through visits to partners (Y-1995-NL-008).

Such a comparison of situations, challenges and, solutions take place during study visits, as part of joint working groups, through transnational workshops or as part of transnational surveys.

The more planned the procedure is, the more it becomes a **benchmarking** exercise. Benchmarking is a structured way of enabling countries, regions, organisations and companies to improve their policies and their practices by comparing them with those of others. The application of such a dynamic comparative process, at transnational level, has enabled promoters to identify good practice, which can serve as a point of reference for national activities, and provide points for improving the quality of their own services.

Some examples of how **transnational benchmarking improved the standard of provision** of:

- **agencies catering for individuals with mental health problems.** The ACCEPT network has six members from five different countries. Its overall aim is explained by its full title: Assessment, Counselling, and Coaching, in Employment, Placement and Training for individuals with mental ill health. As part of its transnational activities, experts from other Member States paid auditing visits to all participating organisations to carry out an in-depth assessment of the procedures used. All audits resulted in a report to the organisation that had been visited which then had the opportunity of putting the recommendations in practice (HH-1995-FIN-001).
- **initial training providers in a Spanish region.** The EDIFICE partnership was built on close co-operation between two centres providing vocational training for occupations in the

construction sector. These were based in Orleans, France and Valladolid, Spain. At the request of the Spanish partner, French experts contributed to a 'diagnosis' of the Spanish training approach, covering its structure, the pedagogical approaches, the involvement of firms, and the ways in which skills were assessed. The latter task produced new assessment methods (Y-1995F-019).

- **SMEs seeking to enter the European market.** As part of the Transnational Marketing Skills partnership, marketing activities of SMEs in the four participating countries were assessed. Information on their weak points and suggestions to remedy them were fed back (see A-1995-FIN-13).
- **organisations providing continuing training to SMEs.** All seven partners in the Train Key partnership are organisations, which provide training for staff of SMEs. The common aim of the

transnational activities was to increase the awareness within SMEs of the relevance of generic skills in training processes and to enhance the quality of the training provided.

A common basic curriculum was developed, which was adapted to the specific circumstances in the five countries represented in the partnership. To ensure that a top quality course was implemented in all Member States, a lot of attention was paid to quality assurance. All partners used the Ten Step Evaluation Scheme and Tool Kit, which they had developed together, and a common assessment of the national outcomes was made. In the final phase of the partnership, discussions were held on options to establish quality standards for an International Train Key Diploma, and on ways to audit the quality of courses leading to this diploma (A-1995-A-024).



Transferring and adapting existing tools to situations in other Member States;

A second important way in which transnationality underpins the work of national projects is the transfer and adaptation of tools. Many promoters reported that, in the context of the partnership, they had come across methods, which provided an answer to a challenge they were facing. Transferring and adapting a tool that has already proven to be successful in another Member State is **cost-effective**, as it avoids development costs.

Examples of such transfers include:

- a computerised evaluation tool to assess the degree of integration of people with disabilities into the open labour market developed by the Italian partner is used in Ireland (HH-1995-IRL- 012);
- a programme to train people from ethnic minorities for jobs in the media sector (HD-1995-S-007);
- tools on new forms of work organisations provided by a Danish project to its Greek partner, leading to the introduction of alternative production methods and products in the Greek firm "with very positive results." (A-1995-GR-020);
- "an Irish programme on personal development... and many other materials ..." adapted to national conditions and are now used by the Dutch and the UKgb partners (N-1995-IRL-039).

Adaptation of materials has an important secondary effect – **it speeds up the innovation process**. Time gained as a result of not having to develop a completely new tool means that dissemination can start earlier and that target groups can benefit earlier.



Jointly developing transnational products

Jointly designing and developing new tools to respond to common challenges is an opportunity taken by a significant number of promoters. The contribution of transnational partners to selecting, designing, developing, and testing new tools greatly enhances their value.

Transnational discussion in the planning phase ensures that the **new tools will respond well to demands in participating countries**. For example, as a response to on-going discussions in Germany, France, Greece, Italy and the UK, on telework a guide on the technological, organisational and legal implications of how to set up telework centres for people with a disability was produced and subsequently used in each of the countries (HH-1995-F-052).

Transnational considerations play a significant role in the design phase too. This relates not only to the way in which the content is presented – *"We told our colleagues to make the style a bit lighter; in our country we like a bit of humour!"* – but, more importantly, to the content itself.

Co-operation with partners ensures that from the start **maximum use is made of the best practices and expertise** in the Member States, and as these become the basis for the development of the products. In drafting the material, **differences in national perspectives are taken into account**. This avoids having to make costly adaptations later on. Joint development work made sure that in the Eco-management modules, on implementing environmental protection measures in SMEs, differences in national legislation were taken into account in the initial drafting of the text (A-1995-D-005).

Transnationality **saves costs** in the development phase. Once the partners in the EUCORES partnership had agreed on the basic structure, each of the seven partners produced a module on a traditional construction technique. These covered included roof building, laying wooden floors, joints and scaffolding – all old-fashioned skills and techniques which are in danger of disappearing but for which a new demand is emerging as a result of the interest in renovation and restoration (A-1995-Bnl-004). Partnerships also provide the conditions for the transnational testing of the materials and approaches.



Any revisions can take account of the outcomes obtained in all the different countries.

ADAPT and EMPLOYMENT partnerships have developed a wide range of products, but the majority of them fall into one of the following three categories

1) The first category consists of **comparative, state-of-the-art, reviews**.

In these reviews the partners describe and compare issues of common interest. The main aim of such reviews, which can be produced as a report, a newsletter or a database, is to inform interested parties as well as to stimulate policy debate. Some examples are the publications and the newspaper jointly produced by the members of the Job rotation partnership (A-1995-D-30) and the guide to good practice on how to recruit and retain women in the construction industry, produced in the FORUM – European Tradeswomen's Network (N-1995-UKgb-21). Other examples of material providing information to policy makers and practitioners, include:

- a guide presenting a comparison of **approaches to foster self-employment options for women**, in France, Spain and Portugal. The Spanish promoter presented the report, and other transnational products to public bodies responsible for fostering employment opportunities. These bodies were impressed as they *"had not expected that the result of the transnational project would have such an impact. Dissemination took place on a grand scale and other organisations are currently interested in finding out about our experiences."* (N-1995-ESP-125 and N-1995-ESP-126)
- a discussion document in which an Italian project presented, on the basis of a transnational comparison, two organisational models on **how best to respond to the needs of people who were HIV positive or had AIDS** (HD-1995IT-021);

- a data base in which entrepreneurs in Luxembourg, looking for **appropriate continuing training options**, can compare courses available in Luxembourg and also in Germany (A-1995-L-001).

The combined effect of exchanges of information and benchmarking exercises is that promoters and authorities are able to **identify alternative solutions to the regional and national challenges that they are facing**. Transnational co-operation allows all involved to look 'beyond' that which is taken for granted in their own country, to discuss different national perceptions and approaches, and thus to review new ways of tackling a problem.

- 2) The second, and most important, group of outputs, consists of **guidance, training and support products** which aim to improve the situation of the participants in the projects. The methodologies, training and audio-visual materials and handbooks have been jointly developed in EMPLOYMENT partnerships to increase the employability of those in the various target groups. Those produced in ADAPT transnational partnerships seek to improve the ability of staff and managers and trainers of SMEs to cope with the new demands on the markets and to provide tools to organisations and agencies that support SMEs in this respect.

See the box for a small sample of the many products realised by projects, in co-operation with their partners.

Box 2

Transnational products of partnerships

A focus on **employability**, or an emphasis on initial vocational training

- A telemarketing software programme for blind / partially sighted people (HH-1995-DK-006);
- A comprehensive programme, covering the alternance-based training for, and follow-up of, migrant women in jobs in which they care for the elderly (HD-1995-Bnl-002);
- A portfolio to be used in the recognition and accreditation of competencies gained by women in informal learning situations (N-1995-NL-009).

A focus on **adaptability**, or an emphasis on continuing training

- Seven modules on aspects of implementing eco-management techniques in SMEs (A-1995-DK-37);
- New job profiles, training packages, including transnational placements, and a data base with information on upgrading skill levels in the dairy industry (A-1995-ESP-124);
- An in-service training course for staff of youth projects on new methods, taken over from the partners, to offer integrated pathways to the 20% young adults with no, or minimal, qualifications (Y-1995-A-009);
- A programme to upgrade the teaching skills of staffs providing vocational training to immigrants (HD-1995-D-002).

A focus on **entrepreneurship**

- A 84 page manual to enable SMEs to develop and implement their own transnational marketing strategy (A-1995-FIN-013);
- Common modules for screening, training and assessing young disadvantaged persons for jobs in social firms (HD-1995-Bfr-022);
- A method to analyse balance sheets of social firms was widely disseminated and, as part of the transnational activities, applied in 34 firms in four countries (HD-1995-IT-030)



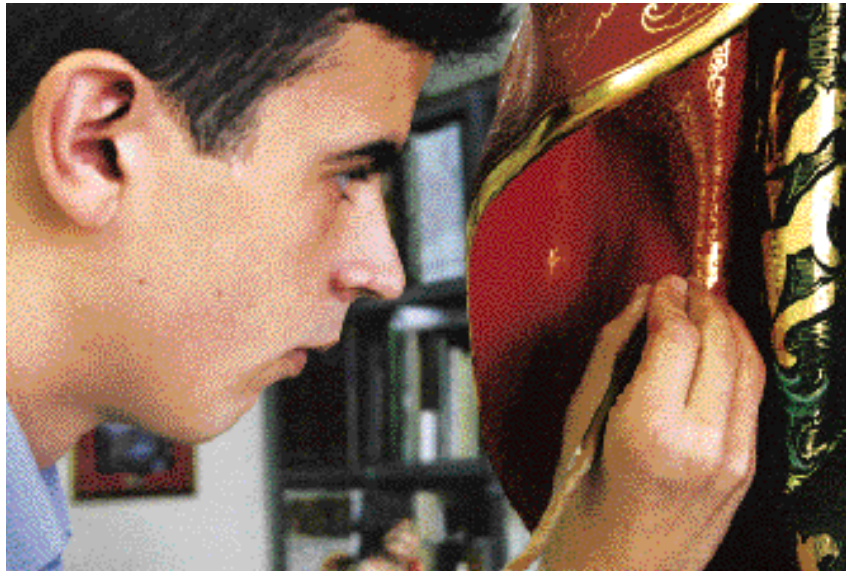
All of the products mentioned above are based on the amalgamation of know-how in different Member States. One option of assessing the extra benefits of such projects is to compare their outcomes with those of other national mainstream programmes. A Northern Irish project report contains the results of such a comparative approach "20% of participants gained meaningful, full-time, paid employment. ... which benchmarks favourably with the national research statistics of 15% return to employment of persons following a traumatic brain injury." (HH-1995-UKni-004). A similar statement is made in a Portuguese report, which states that: "the impact on the organisational level has been relevant, as observable in the integration numbers. About 80% of the participants (persons with a mental disability) are integrated in the open labour market or in supported employment structures." (HH-1995-P-037)



3) Finally, **transnationality** itself is an issue that is reflected in the products of partnerships. A number of them have explained their experiences and their assessments of the transnational dimension in their final reports. The SAFE-M Network has produced an evaluation of transnational learning and a report entitled "A story of improvements: Methods and tools for qualitative evaluation of European projects" (by I. Danilda and K. Stridh, 1998). This report contains proposals for an evaluation methodology, which takes account of the European dimension (HD-1995-DK-001). Other projects have published their experiences with transnationality public through videos. These have covered topics such as a transnational youth camp for disadvantaged youngsters (Y-1995-IRL-001), monitoring and guidance techniques for the same target group (HD-1995-Bfr-022) and training young people to become "eco-profits", in other words qualified workers in environmental and recycling firms (HD-1995-A-007).

Applying transnationality as a stimulating learning environment

Transnational activities are not only implemented to develop new products; the new product itself can also have a transnational dimension. In the latter case, transnationality is applied to provide a stimulating learning environment. Staff of the promoting organisations can be trained the additional skills required to use the new tools developed in the partnership or can take part in continuing training courses with their colleagues from other Member States. Transnational learning options are also provided to the project participants. The means used for the two groups are similar: study visits, joint training sessions, placements and, to an increasing extent, virtual transnationality, via e-mail and the INTERNET (see BOX 3).



Transnational training activities for staff and participants

Study visits to partners

- To make them familiar with new approaches to respond to the needs of young refugees, visits to partners were organised. To prepare for wider scale dissemination, the JASA project also invited representatives of the municipal authorities to take part in these study visits, because: "policy makers must become convinced of the added value of a new approach. Nothing works better than a first-hand demonstration." (Y-1995-NL-008).

Joint development / training sessions

- To design and produce a curriculum on Rapid Prototyping Methods, a procedure which shortens the response time of SMEs to market changes, staff of the promoting organisations met on several occasions for a week (A-1995-Bfr-022);
- To be able to disseminate more effectively the Eco-management course package, a training session, led by a German expert, was organised for trainers from five Member States (A-1995-Bnl-004).

Transnational placements

- To help them to better promote new tourist packages, which were jointly being produced by the partners, staff from tourism firms in Germany and Italy took part in transnational placements, gaining direct experience of other business procedures and cultural environments (A-1995-D-248);
- To gain first hand experience with new work organisation procedures, eight members of staff from a Greek textile firm had a training placement in a Danish enterprise. In the overall context of the partnership, the placement contributed to the introduction of self managed production teams in the Greek firm, to the setting up of an internal working group on new production models, and to the creation of permanent links between the firms (A-1995-GR-020).

Transnational placements involving participants

- To re-motivate them and to develop vocational as well as life skills,

transnational placements of young people were organised by several projects (Y-1995-D-035, Y-1995-F-019 and Y-1995-IRL-001);

Virtual transnationality, or the use of Internet

- To obtain advice, potential entrepreneurs discussed business start up with expert mentors in other Member States using video-conferencing facilities (N-1995-GR-005);
- To train young people in information technology skills, the Finnish EURO-train project organised a transnational learning environment. Young people in Finland, Germany, and Portugal recorded sounds and music from their own environment. After having processed it, it was sent via the Net to the other countries where the result could be heard in the project premises and on the local streets where out door loudspeakers were placed. English tuition was provided, so that participants could communicate with their fellow radio producers in the partner countries (Y-1995-FIN-002).



Most projects in a partnership do not focus on a single transnational activity.

The case descriptions provide ample evidence that most partnerships combine information exchange actions, transnational placements of trainees, joint training of trainers courses, and organising visits for regional policy makers from other Member States. It is, however, possible to identify for each case of good practice the main transnational activity in which it was involved. Projects can be classified in three groups:

- those who focus on exchanging expertise and comparing national situations; activities usually lead to the production of a (benchmarking) report;
- those who, after having exchanged information, decide to transfer tools or adapt tools;
- those who, after a similar exchange phase, conclude that a new product needed to be developed.

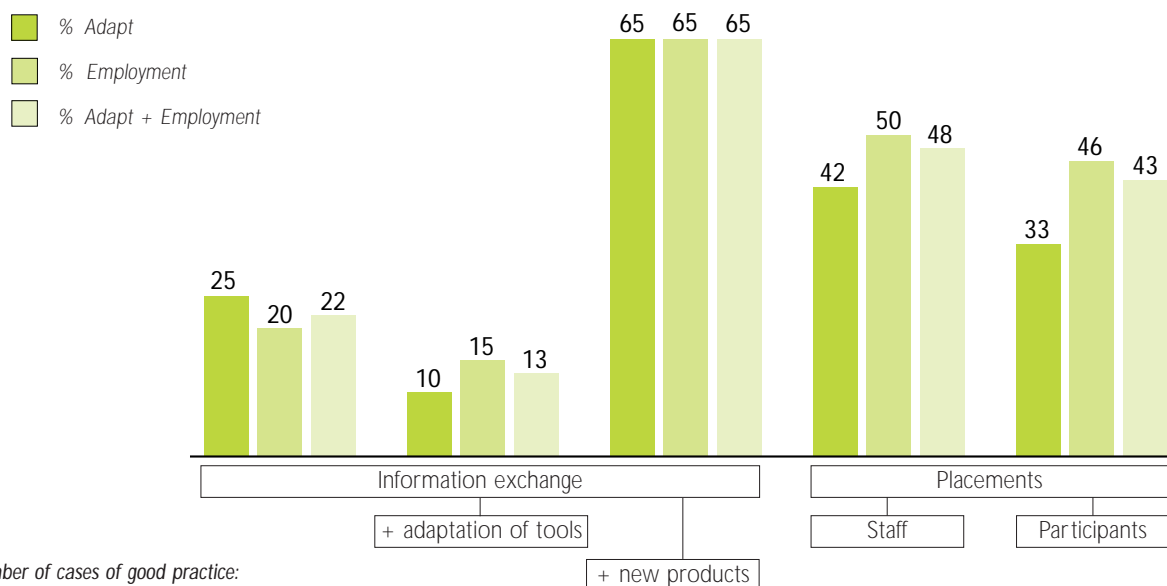
The results are indicated in the table below. This table also shows the percentage of projects that had organised placements for participants and/or staff, in addition to their main development activity.

As regards **transnational development activities**, there is not a great difference between ADAPT and EMPLOYMENT projects. The most interesting figure in the table is the percentage of partnerships involved in the production of new tools and methods. Two out of three projects carried out this type of joint work with their partners. And, if the adaptation of tools is included, the ratio rises to almost 8 out of 10. This is very high in comparison with the figure for all German EMPLOYMENT projects. The interim evaluation showed that less than half of them were involved in adapting or developing tools.

About 5 in 10 promoters organise **transnational placements** for participants and about 4 in 10 for staff.

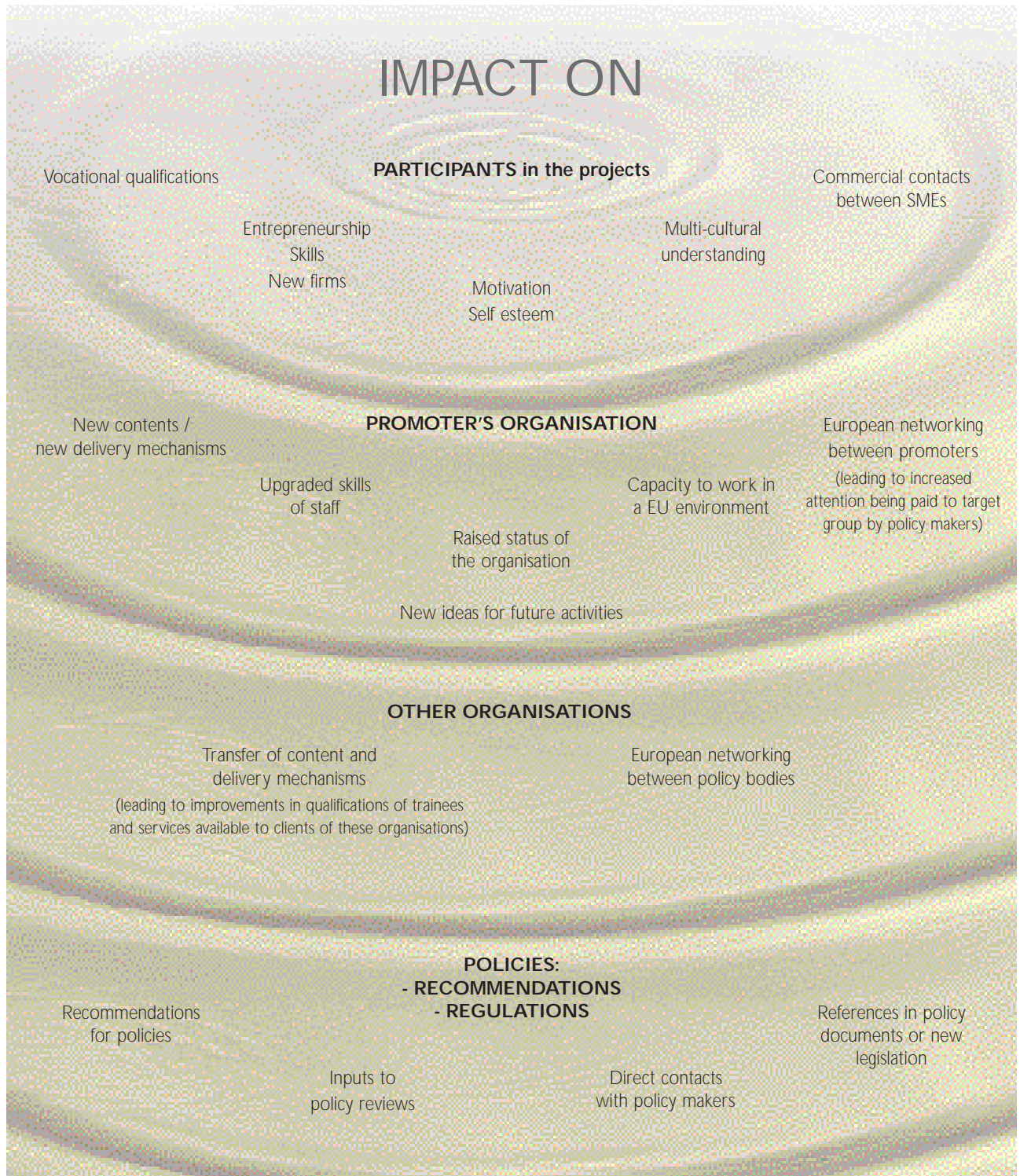
A figure comparable to the 40% found for placements of participants in EMPLOYMENT projects in Germany. Transnational placements are more popular in EMPLOYMENT than in ADAPT. This probably reflects the fact that many small firms take part in ADAPT and find it often difficult to release staff to take part in placements.

Overview of the main transnational activity in the 60 cases of good practice



Number of cases of good practice:
 Adapt: 19
 Employment: 41
 Adapt + Employment: 60

The Impact of Transnationality





What is the impact of the transnational activities and products described in the preceding section? What changes have they brought about in promoters' organisations and in the participants themselves? Have other organisations adopted the products? Have these products changed the ways in which people look at policy issues?

The cases of good practice show a remarkable **breadth in outcomes** achieved. They range from:

- the individual level, *"All members of our staff have profited immensely with respect to language skills and personal experiences. Working in a transnational partnership has broadened the horizon of all involved."* (A-1995-D-005);
- to the organisational level *"We have installed in all our vocational training courses, English training for the participants and modules on transnationality."* (N-1995-A-008);
- to the policy level *"an essential part of these proposals were included in the National Employment Action Programme."* (HH-1995-FIN-001).

To understand the widely differing kinds of changes achieved as a result of the co-operation with transnational partners, a model of concentric circles, or the 'stone in the pond' approach, can be applied (see the illustration above). It starts with effects, which are 'closest' to the project, and, by gradually extending the point of view, ends with the more far-reaching types of impact.

- the inner circle covers the effects on the project participants in the transnational activities;
- the second circle covers influences of transnational co-operation on the promoter's own organisation. It deals with the changes in the organisations in terms of its activities and status, and also with the effects on its staff;
- the third circle covers the impact on other organisations. Here a distinction is made between **bodies which are structurally related** to the promoter's organisation such as other training institutions in a national network or



other support organisations for SMEs, and **bodies which carry out similar tasks but which are not related** to the promoters organisation such as other commercial training providers;

- the outer circle covers the impact on policy bodies. Again two levels of impact can be distinguished. Results of transnational co-operation can have an influence on **actual policies**, as demonstrated in new policies, regulations or proposals and, secondly, **on the processes or debates** which aim to formulate such new policies or regulations.

The opportunities for a promoter to achieve impact within the various circles differ considerably. Within their own organisations, promoters can usually take the decision to introduce new contents and/or systems. For example, when a transnational partnership has produced a new training course for staff in the care sector, each partner project can decide to implement this course itself. Within the other circles, such decisions are taken by others, who have to be convinced of the higher quality or suitability of the new training course. In other words, the promoter's role has to change from being a developer of new material to being a disseminator.

Inner Circle: Impact on project participants and clients

The products developed in the partnerships provide promoters' organisations with opportunities to train or advise their project participants in new and more effective ways. Participants can benefit either directly, when they take part in activities organised in the context of the partnership, or indirectly, when the new materials are subsequently used by the organisation. As a result, project participants gain new vocational skills, attitudes and knowledge. The overview of products included in the previous section indicates the broad range of capacities that are gained by using the new, transnationally tested, products.

Transnational products have also played an important role in developing entrepreneurship, by fostering relevant skills and promoting the launch of new firms. The joint work of partners covers several approaches including:

Developing youth entrepreneurship

- to help them to exploit business opportunities in their own rural areas, 60 young Italians and 15 young Greeks, followed a jointly produced courses, which included a transnational placement (Y-1995-GR-011).

Setting up social enterprises (see BOX 4)

- people with a mental illness found work in several new social firms set up in the context of the Marienthal partnership (HH-1995-IT-030).
- The Tele-Trading House is a co-operative company owned by the employees. People with a visual handicap are trained in the firm, using jointly developed software, and the enterprise then offers work or a base for job search activity (HH-1995-DK-001).

Supporting the creation of new businesses

- Having followed a course of training, based on Spanish and Italian expertise, 19 women set up their snail farming co-operative, which provided them all with an income (N-F-056).

Box 4

What is a social enterprise?

A social enterprise is a firm characterised by the double objective of profit making and contributing to the public good. At least part of its revenue must come from the sale of goods and services and other income is derived from public subsidy or public contracts. Social objectives can range from environmental concerns to social welfare activities such as the creation of quality employment for low-qualified groups or disadvantaged groups or the provision of new local services.

The legal status of these enterprises varies but the most common forms are social cooperative, especially in France, Italy, Portugal, Spain, and the UK and 'entreprise d'insertion' also in France, Portugal, and Spain.

One of the aims of transnationality in ADAPT is to reinforce opportunities of their clients, normally SMEs, to compete on the wider European market. Many of the cases of good practice provided training and support to SMEs to achieve this objective. Transnational contacts between firms, involved in training programmes provided by promoters in different Member States have already created successful commercial contacts between SMEs. A promoter observed that "many good business contacts resulted - the project saved many jobs by building strong transnational co-operation" (A-1995-FIN-013). Size is one of the problems individual SMEs have in competing with large(r) firms for major national or Community level contracts. This challenge was addressed in the VIGILANCE network, which is a consortium of seven main national and regional organisations working to support SMEs. Its transnational data base helps SMEs to find partners to set up alliances to compete in EU tenders. By the end of 1997, 12 alliances had been launched (A-1995-F-140).





Many national level products have proved to be extremely valuable. However, the inclusion of transnational learning experiences in such products has had additional positive effects on participants. Partnerships which organise transnational placements, report significant impact on their participants, in terms of motivation: "motivation of the young people was deepened, the rupture of vocational training - one of the core problems of the disadvantaged target group - was in many cases avoided." (Y-1995-D-035) and individual self esteem: "the trainees (young people with a disability) have benefited much from the transnational exchanges, ... mainly on their self esteem. They have experienced that they can do something" (HH-1995-P-037). These reports confirm the findings of previous European programmes such as the Young Workers Exchange Programme and PETRA, that transnationality adds something extra over and above learning outcomes that can be gained in courses which are 'national level only!'

Participation in transnational activities promotes mutual, or multi-cultural, understanding between participants and organisations. Having to explain to your project and its place in the national systems to visitors from another Member State often forces you to look at your situation in a new light, almost 'through foreign eyes': "We had to, so to say, go 'outside' in order to know where we are 'inside'. Thus our typical German inclination to formalism has been questioned in many aspects. As a result, we are now structuring our work more directed towards the clients" (HH-1995-D-004). Even though there are differences between systems and cultures, challenges are not confined by national boundaries. Many of the case reports reflect the increasing importance placed on learning from counter parts in other Member States who are attempting to find solutions to similar problems. It is worthwhile, and often personally rewarding, to work in a setting in which different approaches and cultures can be brought to bear on the problem or issue in question. Through this type of transnational working, people come to realise that there is more than one way in which the issue can be perceived and more than one way in which the problem can be tackled.



Second Circle: Impact on the promoter's organisation

Promoters' organisations benefit in several ways from transnational partnerships. The impact that is most frequently reported is **changes in the core activities of the organisation**, often leading to a broadening of their product range. Organisations offer the new courses, which they have developed with their partners. As a result of a NOW partnership, "the Department of Architecture in Pamplona offers, for the first time, a course in ecological construction; the German partner provides a scheme for setting up businesses; and, in Rome, courses on Eco-technology are offered" (N-1995-D-040). An Irish Arts Centre, in collaboration with a University in the UK, offers a new curriculum, which imparts core skills using arts related techniques to improve the employability of people with a disability (HH-1995-UKgb-032). A German grouping of training centres invites staff of SMEs to enrol in their, transnationally developed, modules on communication, management or self-assessment techniques (A-1995-D-026). The list of products given in the previous section also provides an overview of the kinds of changes in activities, which result from transnational co-operation.

Transnationality does not only lead to changes in the core activities; it can also **raise the status of the organisation in the eyes of outsiders**. A number of promoters have reported that the fact that they had taken part in a transnational partnership financed by the European Commission had elevated their status in the eyes of other individuals and organisations in their area. A Belgian HORIZON promoter reported that "due to the European designation of the project, we were able to open the doors of policy makers." Based on the successes of its partnership, another Belgium promoter was 'recognised' by a national charitable foundation as having the capacity to run major developmental projects (A-1995-Bnl-004). The French project in the VIGILANCE partnership was asked to adopt its European methodology for use by local development agencies and to become the national co-ordinator for this programme (A-1995-F-140).

A very important impact of transnational co-operation is the **'spin-off' effect**. Many of the promoters have identified relevant **ideas for future activities** through the contacts with their partners. In the words of a German promoter, "the fruits of transnational co-operation can often only be reaped after the partnership has terminated and each partner has begun a new project in which their newly acquired know-how is put to use" (N-1995-D-040). In a number of cases, the new ideas were not directly related to the transnational project: "we came across the concept of job rotation. This is now the theme of our new NOW project. (N-1995-IRL-039); the co-operation enabled us "to examine working practices in other areas of the service provision which we share." (HH-1995-DK-001)

Taking part in a transnational partnership enables the organisation to develop another capacity: **to act in an international environment**. Staff learns to work in other languages, to plan international meetings, and to describe national situations in terms that are clear to experts from other Member States. "We learned to work in a transnational partnership" (N-1995-GR-005); "Our self-confidence

has grown through participation in transnational conferences and contacts with users from other European countries." (HH-1995-D-004). Once good contacts have been established, many promoters would like to make their current partnership more effective and start the preparation for future co-operation. As one project promoter said "A key outcome of the transnational activities has been the commitment of the partners to develop and sustain the ENACTE Network beyond the remit of the ADAPT Programme." (A-1995-D-054).

In a number of instances, the current partnership is carried out in the context of an already existing European network. See the box below for a listing of some of these networks taking part in ADAPT and EMPLOYMENT. In a sense, such **networks provide continuity to transnational activities**. They provide a framework for the launch of new partnerships and the distribution of innovative tools and products. Often both the network and the partnership organise transnational events, which has positive and sometimes negative effects "This switching between network and partnership has contributed much to the success of our project. At the same time, it was a source of complications, because ... it was sometimes difficult to distinguish between the general concerns of the European network and the specific ones of the project." (HD-1995-F-023)

In addition to providing a framework for activities, such European networks also help to direct the attention of policy makers to the needs of specific target groups which might be in a minority position in certain Member States. At the same time, if these groups feel that their needs and views are being taken seriously their self-esteem is increased and they are more likely to play a constructive part in seeking solutions to the problems which they are facing. Promoters, representing such groups, report positive results of transnational co-operation in this respect. The French partner in Dynamisation (HD-1995-F-023), the network of gypsy / traveller organisations remarked that "local authorities are usually not very



interested in the situation of gypsies, as they do not form a large group of voters ... (however) as a result of the interest shown by the European Union in our target group, we have experienced a growing interest of the local authorities." The Spanish partner in the same network (HD-1995-ESP-102) noted that transnational actions "encouraged local policy makers to provide support outside the social services framework. This means that these **citizens** now have access to specialised services". This attention, plus the contact with similar organisations in other Member States, and with other travellers, has meant that the self-image of participants is now more positive. Similar effects are reported within some of the networks catering for people with a disability, such as the FORUM network for deaf people.

Box 5

Examples of european networks that promote partnerships

- HORIZON: ECHO , ACCEPT, FORUM and DISNET STEP bring together organisations which work for people with different kinds of disabilities
- YOUTHSTART: EUROPEAN BUILDING SITES organises transnational placements in the construction sector for disadvantaged young persons
- INTEGRA: in DYNAMISATION organisations of travellers and gypsies work together and More Colour In The Media promotes the employment of minorities in the media
- NOW: the European Tradeswomen's Network promotes employment options for women in non-traditional economic sectors
- ADAPT: VIGILANCE and ENACTE support SMEs, either at regional or national level
- ADAPT: JOBROTATION facilitates the exchange of information and experience on developments of legislation and practices.



Third Circle: Impact on other organisations

Projects in the Initiatives are meant to be test beds or greenhouses for such new approaches. So the partnerships and the projects should not only design and test new models, but also seek to achieve their widest possible use. Achieving this is not simply in the hands of promoters. They can implement the Triple-I-strategy: Identify; Inform and Involve representatives of potential user organisations - but in the end, it are these outsiders which take the decision on whether to adopt the products. For more information about how promoters are supported in planning and implementing dissemination activities, see the Guides for Project Promoters on ACHIEVING IMPACT*.

The organisations at which promoters aim their dissemination actions can be grouped, into two categories: those who are part of the promoter's 'own' network, and those who are not. Examples of the former are national networks of training centres like those run by FAS in Ireland, or the VDAB in Flanders, the national network of vocational rehabilitation centres in Finland, and the training centres for women in the Netherlands. Normally such 'sister' organisations can be approached relatively easily compared to bodies and firms with whom there has been no or little previous contact. Promoters have already achieved impressive levels of success with their dissemination activities!

Other organisations, in the promoter's network which have already **implemented the outcomes of transnational co-operation** include:

- Flemish training centres: *"The VDAB, the Flemish service for job counselling and training, started to implement the methodology of the project,"* as exemplified in the seven modules on traditional construction techniques (A-1995-Bnl-004);

- Portuguese rehabilitation centres: *"The innovative and effective guidelines on the labour market integration of people with a disability... are disseminated... to other rehabilitation organisms in Portugal"* (HH-1995-P-037);
- French organisations for gypsies and travellers: They adopted *"successful experiences and materials"* to foster self-employment which: *"... provided new opportunities for employment creation and new activities"* (HD-1995-F-023)
- Dutch training centres for women: *"The transnationally developed methodology and materials on Accreditation of Prior Learning (are) integrated into the programmes of the National Association of the Women's Vocational Training Centres. Their application will reduce both training time and the time needed to re-enter the labour market."* (N-1995-NL-009);
- Northern Irish organisations for people with a disability: *"90% of the ACCEPT activities from phase 1 have been mainstreamed into public authorities organisations."* (HH-UKni-013).
- Spanish training centres for people with a disability: *Tele-working: " has been introduced in other training centres, after being (successfully) evaluated to assess whether it conformed to the UNE 139802 Experimental rule for computer applications in the health sector."* (HH-ESP-017);
- Greek centres for repatriated Greeks from Eastern European countries took over modules on aspects of social integration (HD-1995-GR-016);
- Austrian training organisations, based in different regions, adopted an innovative module which integrated female-specific guidance on and training for jobs in the new technology sector (N-1995-A-008);

These dissemination activities ensured that a much wider range of participants and clients have benefited from transnational products and that the bodies which have taken part in the partnership are not the only ones to experience the advantages of transnationality!

Promoters often invite policy makers to take part in transnational activities. The usual purpose is to enable decision-makers to have a first hand experience of alternative approaches that are applied in other Member States.

Organisations outside the promoter's network which have taken over transnational products include:



* These Guides are available from National Support Structures or from EUROPS, (see addresses on page 54)

These experiences can be taken into account in the future planning of mainstreaming activities. In a number of cases, however, these events have led to another outcome - **European level networking between policy bodies**. Contacts between the Italian and the Dutch promoters were extended to include the local authorities in Bologna and Amsterdam. As a result the two mayors' offices are now exchanging information on local level policies on promoting home help and care services and are preparing a transnational project on this issue. Another case study reports that study visits including policy makers have "resulted in permanent cooperation activities between three of the four Euro-regions involved in the partnership" covering a wide range of common interests and concerns (A-1995-UKni-002).

Outer Circle: Impact on policies and regulations - contributions to policy development

The fourth 'circle' of impact focuses on the policy level. This means that the relevant authorities decide that a result of a transnational activity, in its original or an adapted form, is effective enough to be integrated into policies or regulations, applying to a wider group of organisations and beneficiaries.

Many promoters have worked hard to open channels to policy makers to inform them about the wider significance of the results of their projects. Many have made **recommendations to adapt policies**. The German partner in the European Building Sites partnership, in which disadvantaged young people are trained in traditional construction skills, has regular contact with "... the main national actors in the field of vocational training, i.e. social partners and the national institute for vocational training (BIBB), chambers of trade, research centres, the Berlin Senate Departments for Youth and for Employment." These contacts focus on options to include transnational experiences in training regulations (Y-1995-D-35). In discussion with the

representatives of various Ministries on the need to revise guidelines for the construction of houses, the Dutch project in the DOMOTICS partnership used the results of transnational market studies. These demonstrated the growing need, and demand, for electronic equipment for safety, comfort and work purposes in the home. The same results were also used in discussion with the European producers of DOMOTICA equipment, to achieve a higher degree of standardisation (A-1995-NL-056). Jointly, Irish HORIZON projects ensured that "the learning derived from the transnational Partnerships ... was fed into the submission... to the Ministry of Health's review of training for people with disabilities." (HH-1995-IRL-012) To promote their recommendations on increasing the number of women in non-traditional sectors, Forum, the Tradeswomen's Network, held meetings with representatives of "the Women's Rights Committee of the European Parliament, the Committee of the Regions, DG VIII, DG XXII, the European Federation of Building and Wood Workers, and the European Construction Industry Confederation." (N-1995-UKgb-02).

Policy makers are **taking account of these recommendations**. In Finland, new ideas, based on transnational experience, in alternative approaches to the transition from education to working life have influenced the debate about re-designing basic education and vocational schools (Y-1995-FIN-002). In Ireland, as a result of contact with policy makers: "the new preventative National Initiative in Ireland to address the issue of early leaving / drop out between 12 - 16 years olds was influenced by lessons learned from the project." (Y-1995-IRL-001). Following a discussion with the transnational team, the local authorities in Austrian city of Graz decided to adopt the Swedish approach and set up a social enterprise where people with mental illnesses would recycle electronic equipment (HD-1995-A-007). Another example shows Sweden importing rather than exporting an idea. As a result of transnational experiences Swedish Radio, the national public broadcast organisation, will introduce an official

policy to promote cultural diversity in employment procedures from January 1999. A budget has already been allocated to implement this policy (see cases study HD-1995-S-007).

Some promoters have already succeeded in convincing policy makers of the generic value of the outcomes of transnational work. Case studies provide evidence of the transposition of **transnational outcomes into policy documents or into regulations at national or regional level**.

The illustrative example of **impact at national policy level** is the reflection of the outcomes of a HORIZON project from the E.C.H.O. network in the Finnish National Employment Action Plan. "The Finnish project produced a comprehensive report with elaborated proposals ... in order to strengthen the professional integration of disabled persons. ... An essential part of these proposals was included in the National Action Plan ... The adapted proposals ... concern a wider use of employment methods developed in the projects and changes in the application of the pension system. The first amendments to change the law are presently in the proposal stage." (HH-1995-FIN-001) It is interesting to note that a very similar adaptation of national regulations on supported employment and benefits for people with a disability was made in the Netherlands, some years ago. Then, the outcomes of a transnational partnership in HORIZON 1 played the same catalytic role!

The ADAPT Job Rotation partnership has produced a series of publication on legal and practical aspects of job rotation schemes. These reviews have contributed to the fact that: "The job rotation method was taken over in the national employment policy in Germany, in order to implement it in a more systematic way, wherever it is possible." (A-1995-D-030).

Outcomes of transnational co-operation have been taken into account by national and regional authorities through **adaptations of regulations** concerning the recognition of vocational qualifications. The Austrian public employment authority recognised the quality of a transnationally



developed module that combined guidance and training. It integrated this module into one of its existing measures (N-1995-A-008). Co-operation between authorities and the WENT Northside partnership in Dublin led to the establishment of accreditation routes for (pre-) training courses in the areas of new technology and enterprise development, while a Departmental Committee was set up to examine other mainstreaming opportunities (N-1995-IRL-039). In a partnership between training centres in Luxembourg and Portugal, a course including a transnational placement was developed. This transnational placement is now officially recognised in a YOUTHSTART training certificate, co-signed by high level representatives of the Luxembourg Ministries of Labour and of Education (Y-1995-L-001).

Experiences gained through transnational co-operation played an important role in a review of regional health provision for

people with traumatic brain injuries, in Northern Ireland. Together with its partners, the Torneo project has produced a comprehensive approach to guiding, training and re-integrating people with such brain injuries. This product was one factor which: "promoted opportunities for a constructive dialogue with Health Boards to address the issue of service fragmentation, exposed through the project... and for the establishment of training services for this client group in other ... areas of the province." (HH-1995-UKni-004)

Indications of impact

The introduction to this section stated that the cases of good practice show a remarkable breadth in the outcomes achieved with the support of their transnational partners. A review of the 60 cases led to the following quantitative impressions of the level of impact achieved.

Box 6

Level of impact achieved

Almost all promoters, both in ADAPT and EMPLOYMENT, are very positive about the level of impact achieved on the participants. According to the promoters, a significant percentage of project participants, between 90 and 100%, has benefited from the new products and tools.

For the longer-term impact on the promoter's own organisation, in particular in the use of the new products, a similar positive conclusion can be drawn. Between

80 and 90% of the promoters indicate that they intend to continue to use the materials.

Combining the data for organisations in and outside the promoter's network, it is estimated that 1 in 3 promoters achieved some concrete impact but there are differences between the two Initiatives. While about 25% of ADAPT promoters succeeded in achieving impact on other organisations, for EMPLOYMENT the success rate is just below 50%.

Changes in regulations or in policy documents were achieved 1 in 7

EMPLOYMENT projects and 1 in 15 projects in ADAPT. Taken together, the range of impact is between 10 and 20%

The indicative results provide first evidence that the promoters and their partners have been successful in transposing the results of the transnational activities to other organisations and, albeit to a lower degree, to policy bodies!

Transnationality: Factors for Success

The preceding sections have covered many aspects of transnationality, which have been implemented in the 60 cases of good practice. **Transnationality has proven to be a powerful tool.** It has contributed to the development of many products with a European dimension. These have brought about significant changes, in particular, in trainees, staff of SMEs, trainers and promoting organisations, and, to a lesser extent, in other organisations and policies.

This positive assessment does not mean that there is no need to pay further attention transnationality. This publication is based on cases of good practice and in a random sample of transnational partnerships, the estimated levels of impact would probably have been lower. In the future, it could be possible for all partnerships to obtain the kind and level of results reported here and some may even reach higher levels. But this will require action to be taken to enhance the transnational dimension of the Initiatives.

One answer might lie in the operations of those promoters who have been most successful in achieving impact on other organisations and, in particular, on policy makers.

These projects differ in a number of respects. Some are very large like the job rotation network (A-1995-D-026) while Practex (Y-L-001) has only 2 partners. In the larger partnerships, the emphasis is more on information exchange and mutual auditing, while the smaller partnerships tend to concentrate on the production of new tools. But all have two main features in common.

They focus on issues, which are in the **limelight of policy development.**

Practex supports processes to enhance the attractiveness of vocational training, while WENT (N-1995-IRL-039) and the NoWa project (N-1995-A-008) promote equal opportunities issues in training. And they all have **contacts with policy makers**, either directly, as is the case for the Job rotation network, or via national organisation, such as in the Finnish ECHO project (HH-1995-FIN-001).



These conclusions are based on a relatively small number of projects, but they coincide with other experiences gained in European programmes and at national level of factors which support the wider dissemination of results of developmental projects. So, future action should be two-pronged. In the first place, projects should be 'embedded' within national, or regional, policy contexts. Such a linking to policy priorities increases the probability that outcomes of partnerships will be picked up and disseminated. Partnerships should also be organised in ways, which maximise their chances of being effective and successful, and of producing best practices on the basis of joint expertise which can then be disseminated and adopted or adapted by other users. This requires action in three further respects.

Creation of best conditions for, and in, partnerships

There are two ways in which promoters can be helped to improve the quality of their partnership. The first is to make the partnership formation process as easy as possible, and the second is to ensure that the transnational co-operation

agreements signed by all parties cover the most important aspects.

Partnership formation has been streamlined. In early 1995, promoters presented their proposals for the first round of projects in ADAPT and EMPLOYMENT naming their intended transnational partners. In the autumn, of 1995, promoters were informed whether or not the national authorities responsible for funding had selected their project. These selections were made on the basis of the projects' relevance to their Member State's policy priorities. However while a number of projects may have decided to work transnationally on a given theme, that theme may not have been a priority for all the Member States represented in the partnership.

The result was that two of every three projects which were actually selected suddenly found they had lost some or all of their transnational partners because these projects had not been chosen by their respective Member State's authorities. This meant these "successful" promoters had to begin the partner search process all over again, and this process was not completed until summer 1996.



For the second round of selection new procedures were introduced, in particular:

- all Member States applied the same dates for the launch of the call for proposals, for their submission and their selection;
- promoters were allowed to submit proposals indicating the kinds of transnational activities they would like to undertake but without naming potential partners.

This resulted in a number of projects being pre-selected in all Member States; the only remaining condition was that they found appropriate transnational partners. So these promoters were then given additional time, and in most cases a small grant, to forge strong partnerships

with other pre-selected projects. One of the main results was that the time taken to form partnerships was considerably reduced.

Information about setting up transnational partnerships was provided. To support 1997 promoters in the process of partnership formation and particularly, in agreeing on the content of their Transnational Cooperation Agreement, a Guide to Transnationality was produced. Its content was based on inputs of projects from the first round, the views of NSSs and experience gained in previous European programmes. The main recommendations from this Guide are reflected in the responses from a number of other project promoters summarised in box 7.

While the time taken to form a partnership was limited, the additional information and guidance available for projects selected in 1997 meant that the type and level of contact between partners were more intense. It is expected that with this improved start the 1997 partnerships will yield better results and impact.

Box 7

Effective transnational partnerships : a checklist

Effective transnational partnerships:

- have between two and four transnational partners with at least one having previous experience of transnational co-operation

(NB: it is still possible to have effective partnerships with five or more partners but it is necessary to set up a really well structured co-ordination mechanism)

- have partners which are **compatible** in:
 - their main objectives and the core activities of the participating organisations;
 - their expectations concerning the outcomes of the transnational work;
 - their motivation and commitment to transnational work;
 - their use of a common working language;

- and, to create mutual added-value, which complement each other as regards expertise on, and understanding of, the key issues on which the transnational co-operation will focus.

- have a co-operation document, which includes:
 - well defined transnational objectives
 - initial specifications of the final products
 - a (flexible) planning of activities, within a clear time frame
 - an allocation of tasks and responsibilities for outputs
 - agreements on procedures for the management of the partnership and its activities

- foster the co-operation process by:
 - starting with a sufficiently long, 'getting-to-know each other' phase;
 - ensuring an on-going flow of information to and from partners in-between meetings;
 - organising well planned transnational meetings and events;
 - striking a good balance between work and social activities.

Three different groups of promoters with transnational experience were asked to list factors, which had made their partnership a success. These were the promoters from the 60 cases of good practice, some 60 Dutch ADAPT and EMPLOYMENT promoters and another 50 ADAPT promoters from all Member States.



Extending contacts between partnerships and policy makers

In December 1996, the Commission and the Member States launched a series of Thematic Work Groups. Their remit was to capitalise on the experiences of the first round projects to help those promoters, which would be chosen in 1997. Work Groups of between 12 and 20 projects were established, each led and co-ordinated by a Member State. The activities of the groups resulted in a series of European level publications on a range of themes that can be built upon by promoters in the 1997 generation. Their work also helped to inform four European conferences held during 1997 which brought together a range of key actors and decision-makers to discuss how the good practice emerging from the Initiatives could be generalised (See Annex 2).

While acknowledging the success of these Groups in presenting relevant information to practitioners, the need was recognised to link policy development at European level more closely with national priorities. In December 1998, a second wave of nine thematic focus groups was launched (see box 8). Each group is chaired by the

Head of the ESF Mission of the lead Member State and involves representatives of other Missions, NSSs, NGOs, projects and experts. In a very real sense, the Groups are another form of transnational cooperation which in this instance aims to identify, exchange and use the outcomes of effective project and partnerships to reinforce the interplay between policy design at national and European level.

Box 8

The themes of the thematic focus groups

- 1 Territorial approaches
- 2 Integrated approaches for employment training
- 3 New jobs
- 4 Crossing the job threshold
- 5 New forms of work organisation
- 6 Desegregation of the labour market
- 7 The role of employers vis-à-vis people with disabilities
- 8 Empowerment of excluded people
- 9 The active involvement of young people



Linking projects to national or regional bodies responsible for disseminating outcomes

Projects in the Initiatives are normally funded for two to three years.

This means that the resulting transnational partnerships have a limited amount of time to produce and then disseminate their products. There is a growing body of evidence that suggests that one good way of promoting the wider use of products is to involve organisations which, once the partnership ceases to exist, can continue the dissemination work. Such a strategy not only prepares for the longer-term transfer of outcomes, it also enables the development team to take the views of the dissemination body into account. This allows a balance to be struck between the realities of those organisations which will have to generalise the product and the often more progressive views of the projects.

Further developments

The analysis of transnationality in ADAPT and EMPLOYMENT will be continued. Potential activities include:

- a continued monitoring of these cases of transnational good practices, which started in 1996, to assess the levels of longer-term impact achieved by their outcomes;
- a comparative assessment to see to what extent all projects in a partnership achieve similar levels of impact and similar benefits;
- a review of opportunities to ensure that evaluation models can be built into future partnerships, during their development phase, so that more comparative evaluation data will be available;
- a review of contributions made by the transnational partners in national level dissemination activities and an assessment of the bridge head role played by projects in introducing transnational products into national markets.

Transnationality works, if you work at it!

was the key statement made in the introduction. The preceding sections provide ample proof of the validity the statement. Transnationality works, in the sense that it brings about significant changes in people, organisations and policies. But, these successes can only be achieved if all involved work at it.

Successful transnationality implies interaction between all parties at all levels.

Between policy makers at European level, to establish conditions which foster effective processes, enable the joint analysis of outcomes and support their widest application.

Between policy makers at national level, bodies involved in the dissemination of innovations and promoters to jointly produce outcomes, which respond to the needs on the national labour market.

And, of course, between promoters in different Member States who together produce the tangible innovations.

Such interaction ensures that the transnational outcomes are more than the mere sum of the outcomes of their individual projects. This cooperation is an enriching process adding value to the products, approaches, and tools produced.

But, as indicated in many of the reports, it also brings the European Union closer to its citizens. It has opened people's eyes to new opportunities,

"transnational work has also increased the interest in international co-operation in areas of Sweden where this has not been very common." (Swedish partner of N-1995-A-008) and forged long lasting friendships as in the words of an Italian promoter *"Transnationality has helped to develop the sense of being a European citizen."*



Case studies of projects referred to in the text

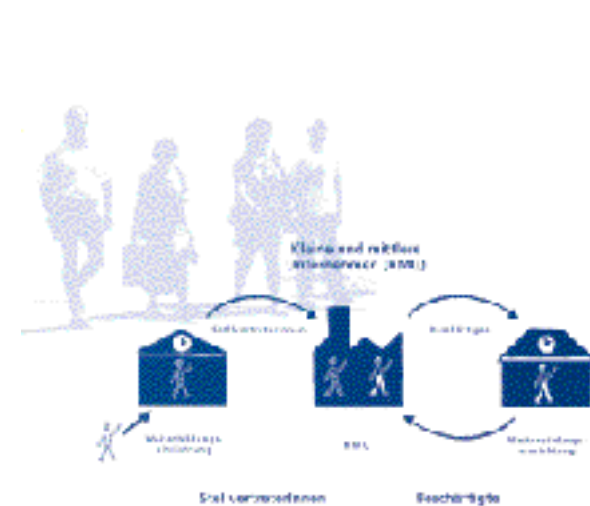
Benefits of transnationality

Looking for an example where TRANSNATIONALITY...	see cases study	page n°
supports the introduction of new national-level policies	<u>A-1995-D-030</u>	26
leads to commercial contacts between SMEs	<u>A-1995-FIN-013</u>	28
promotes European-level networking between organisations	<u>A-1995-F-140</u>	29
reinforces the implementation of a project in all its phases	<u>HD-1995-S-007</u>	30
triggers regional-level policy debates	<u>HD-1995-IT-021</u>	31
contributes to the development of new national-level policies	<u>HH-1995-FIN-001</u>	32
speeds up the mainstreaming of new approaches	<u>HH-1995-UKni-004</u>	35
enhances the skills of teaching staff	<u>N-1995-D-040</u>	36
creates cross-border learning situations for participants	<u>N-1995-GR-005</u>	37
acts as a catalyst for national-level policy developments	<u>Y-1995-L-001</u>	38
provides ideas for innovative approaches to support the target group	<u>Y-1995-NL-008</u>	39



Project A-1995-D-030

SPI Jobrotation



Transnationality supports the introduction of new national level policies: *"knowledge of the different frameworks in other countries was extremely supportive for... the faster and more comprehensive introduction of Jobrotation."*

Jobrotation is a model that creates a win-win situation. In the first place, a win-situation for small and middle-sized enterprises, as they get opportunities to enable their staff to take part in continuing training programmes outside the firm. Such training enhances the competitiveness of the firms and also increases the employability of the employees. In the second place, a win-situation for the long-term unemployed, as they get the opportunity to fill the temporary vacancy created as a result of the participation of permanent members of staff in continuing training. As a result, the unemployed person (re) gains experience of work and is trained at the same time.

However, implementing the Jobrotation model, can involve overcoming a number of obstacles. SMEs, as well as staff, have to be convinced of the applicability of the model and, in some countries, regulations regarding social security and unemployment benefits do not allow for this kind of temporary employment.

Practical experience with Jobrotation has been gained in Denmark, since its introduction in 1993. To support the transnational implementation of the model, the Jobrotation network was launched in 1995. Over ten of its members took part in the Transnational Jobrotation Partnership (1995 -97). The, ongoing, network fosters the exchange of information, organises conferences, and publishes a newsletter. Discussions with policy makers, both within and outside the framework of the transnational partnership, have already had significant impact on policy debates at European, as well as national level.

The European Commission included Jobrotation in the list of ten 'best practice' models included in a preparatory document for the Employment Summit, held in Luxembourg in November 1997. The European Parliament, in its contribution to the same meeting, called upon the social partners to agree on the wider use of the model.

At national level, the German Trades Union Congress uses the positive experiences gained in other countries, to promote the wider implementation of Jobrotation. The German Socialist party also referred to it in its 1998 election

manifesto *"Just as in Scandinavia, we would like to achieve that more long term unemployed can take over work places of employees who, for reasons of training or parental leave, have temporarily left the firm."* A major boost in this respect was the introduction, in January 1998, of a new clause in the national law on employment promotion, which stated that placements in the context of Jobrotation were to be regarded as a training measure. This implied that unemployed persons could take part while keeping their unemployment benefit.

One very practical application of Jobrotation exists in the Land Berlin where some 5,000 SME owners will retire in the coming 10 years. While employees might be interested in taking over the firm, a significant number of them do not have the required Meister (master) qualification. Jobrotation enables these employees to enrol in a full-time course to acquire those parts of qualification that they are missing. Normally these relate to the legal aspects of running a firm and to providing apprenticeship training.



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Partnership Partners in Activities	Transnational Jobrotation DK, GR, IT, NL, P,A, FIN, S, UKgb Exchange of information / adaptation of tools

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A-1995-UKgb-047

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A-1995-GR-075

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A-1995-NL-067

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A-1995-FIN-006

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A-1995-P-050

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A-1995-IT-168

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A-1995-DK-026

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A-1995-A-026

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Project A-1995-FIN-013

Transnational Marketing Skills

Transnationality promotes commercial contacts between SMEs: *"meetings between participating SMEs from each region were an important feature."*

Many SMEs face obstacles in taking the step from the national to the European market. Uncertainty about business practices in other Member States, unfamiliarity with concepts like agent, distributor or direct selling and a lack of appropriate marketing skills are all inhibiting factors. The transnational partnership aimed to stimulate the export of local ideas under license to SMEs in regions in other Member States and to promote marketing, selling and/or distribution links between these SMEs.

Based on a methodology developed by the Finnish partner, comparative case studies of export practices in SMEs were carried out by all partners. The reports were analysed by the UK benchmarking expert who identified cases of best practice as well as weaknesses and gaps in the approaches applied by the firms. Information was fed back to the firms enabling them to upgrade their practices. The outcomes were the starting point for the Italian partner to produce training materials while, in co-operation with all partners, the Swedish partner produced the Training Manual on Transnational Marketing Skills, the Manual of Best Practices, and a compilation of the benchmarking exercises and information materials. The bottom-up approach in the production process ensured a high degree of responsiveness to actual needs.

In each of countries, SMEs took part in the a training programmes, consisting of a training weekend to produce a draft export strategy, and a series of one day session ending with a revised, final strategy. SMEs were offered opportunities to visit colleagues in other Member States, or to contact them via the Internet. The group setting in which SME staff was trained fostered co-operative learning. *"Very positive feedback from companies further to their attendance at networking meetings (with SMEs from other countries) led the project to organise an extra event. Several good contact were formed between these companies..."*

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Partnership Partners in Activities	Transnational Marketing Skills IT, FIN, S, UKgb Exchanges of clients / joint development

Partners A-1995-UKgb-004

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A-1995-IT-182

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A-1995-S-003

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Project A-1995-F-140 Vigilance



Transnationality promotes networking at European level: *"the fact that the partners had already collaborated in the past in the context of other programmes has contributed to the success of the partnership."*

VIGILANCE brought together 7 promoters who are themselves leading national level networks, which all have the objective of promoting the competitiveness of SMEs. VIGILANCE sought to make SMEs more pro-active in carrying out strategic market explorations to enable them to take appropriate business development decisions.

The partners, of which the ESP, FR and P partners launched the network in 1993, were involved in a wide range of transnational activities to foster the capacities of SMEs to become and stay 'more alert.' These transnational activities included:

- development of new tools and provision of training to SMEs in market monitoring techniques;
- transfer of the tools to support SMEs to partners in the network;
- inclusion in a database, maintained by the Dutch partner, of SMEs who have taken part in the course;
- creation of a help line by the FR partner for SMEs on the procedures;
- production of 12 studies of best practices, i.e. texts and videos, of 2 firms per Member State;
- publication of a newsletter, which partners Translate in their respective languages;
- organisation of study visits, work groups, European seminars for owners of SMEs to stimulate mutual commercial contacts;
- provision of materials on the Web site, updated by the FR and IT partners;
- promotion of the emergence of strategic business alliances between SMEs in different Member States. SMEs gave access to EU tenders via the VIGILANCE database.

Contact person

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Partnership Partners in Activities

VIGILANCE
D, ESP, IT, NL, P, UKgb
exchange of information / joint development / exchange of staff

Partners

A-1995-ESP-147

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A-1995-IT-009

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A-1995-D-238 &
A-1995-D-239

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A-1995-IT-083

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A-1995-NL-063

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Project HD-1995-S-007

On Air More - Colour in the Media



Transnationality reinforces the implementation of a project in all its phases:

"Without transnationality the project might never have started! Since its conception, the partners have played an indispensable role in achieving its success."

The idea for a project: in November 1994, a conference was held on the theme of media and ethnic / cultural minorities. The project leader said *"Encouraged by the presentations of good practice, a group of us got together to discuss opportunities to set up training programmes in journalism for ethnic minority migrants in our countries."*

The basic training course: the European co-ordinator said, "I took part in that meeting and informed participants about the training programme we had carried out between 1991 and 1993 in the context of the first HORIZON Initiative, together with a Danish partner." The course was adapted to the Swedish conditions.

Training the trainers: a course was given by the Greek partner for the Swedish trainers to make them more aware of potential pitfalls involved in training a multi-cultural group. The Swedish group felt that, *"The course, given by a foreigner, made us aware of our own, often 'hidden', prejudices! And, as a result of these discussion we have become much more 'European!'"*

Supporting the implementation of the course: the European co-ordinator explained that *"I had weekly contact, by phone or Email, with most of the national co-ordinators. They also contacted each other regularly to discuss practical issues"* and one project leader was certain that *"I could not have done the project on my own."*

Contributions to policy discussions: the project leader was invited to give an introduction to a group of high level civil servants on the inclusion of multi-cultural aspects in policies.

Impact on organisations: *"In meetings between our trainees and the staff of the prestigious School for Journalism the latter became aware that that they knew relatively little about features of a multi-cultural society. As a result, the school as adapted its curriculum somewhat. As part of our current Integra project, our trainees follow courses but also hold workshops for the members of staff of the school."* In addition, Swedish Radio has officially adopted a policy to promote cultural diversity among its staff.

Impact on persons: *"The trainers have become more open for new ideas. Transnationality acts as a mirror: one sees its own system through the eyes of others and one realises that aims can be achieved in different ways"* reported the project leader and also, *"The project was my first transnational project. I am now a European co-ordinator myself within the 4th Action programme. And, I was given a nickname in Sweden: Mrs More Colour!"*

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Partnership Partners in Activities	On Air More - Colour in the Media D, GR, IRL, NL, UKgb Adaptation of tools / joint training activities / networking

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HD-1995-NL-008 STICHTING OMROEP ALLOCHTONEN (STOA)
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HD-1995-UKgb-005 LONDON BOROUGH OF EALING
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HD-1995-GR-013 DIMITRA
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Project HD-1995-IT-021 - Euro-T.R.A.M.P. European Training Research AIDS Multimedia Project

Transnationality triggers regional-level policy debates: *"the experiences acquired during the transnational phase... enabled us to present two models in which services for the target groups and the local community could be integrated."*

Due to prejudices, people who are HIV positive often experience great difficulty in acquiring or maintaining a job. To help this group, the Italian Euro-T.R.A.M.P project runs two activities. The first was aimed at 29 representatives of public and private bodies, including the regional government, health offices, voluntary groups, organisations representing the target groups and the gay community, and trade unions. In the course of a number of meetings all these interests exchanged their know and explained their vision for the future. In the second activity, HIV positive persons were trained to staff ten information counters.

These actions revealed the need to find out more about possible organisational arrangements or structures in which the various groups could co-operate to provide the most up to date information. In co-operation with the partners an analysis was made of approaches implemented in their countries including ways in which social welfare, health and psychological support are provided to the target group.

The transnational research results and outcomes of in-depth exchanges were presented in three transnational multimedia products:

- a database which provided information about the aims, activities, and scope of all relevant regional organisations with links to databases in the partner countries;
- a multilingual CD-ROM with modules on legal aspects such as labour protection) on health and prevention issues such as counselling models, and on cultural and general issues;
- an informative hypertext which provides easy access to the research outcomes, with sections on legal texts, general information, social-psychological models, and social-anthropological approaches.

The partner organisations focused on target groups like drug addicts and long term unemployed. The Italian project learned much from studying the methods used by their partners to contact and train these groups. Ideas were imported for the work with the HIV positive group, as well as for other target groups. To foster the policy debate, two organisational models for the extension of provision for HIV positive people were presented to the regional authorities. One was based on the model implemented in Kiel, mainly focused on services provided by the state, and another, based on a public - private partnership model found in Barcelona.

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Partnership Partners in Activities	Euro-T.R.A.M.P D, ESP, IRL Exchange of information / joint development

Partners
HD-1995-D-006

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HD-1995-ESP-068

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HD-1995-IRL-001

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Project HH-1995-FIN-001 ECHO – Finland



Transnationality supports policy development: *"a number of proposals have been included in national regulations"*

In Finland relatively little was known about supported employment, social firms, and integrated pathways for people with a disability. ECHO Finland, a consortium of 24 local projects, aimed to adapt and introduce these approaches to re-integrate the target group into the labour market.

The partners in the ECHO network focussed on a structured exchange of information, which took place during five transnational seminars and twenty sub-group meetings. The results were presented in comparative publications on individual vocational guidance for and assessment of people with a disability and on good practices for training the trainers and also in the production of tools for social firms such as business plans and models. The activities of the network gave a strong impetus to developments in Finland, in particular through the national partners.

In Finland, the transnational information base was the starting point for the production of an Action Plan by the national ECHO network. While representing the main national organisations in the field, the authors were aware of the needs of the policy makers. The Action Plan was presented to the relevant authorities and significant parts of it were transposed into the National Employment Action Plan. In the meantime, implications of some proposals made are being tested in a second-round HORIZON project.

The partners in the ACCEPT Network, while contributing to the drafting of the comparative reports, placed a particular emphasis on an auditing visit programme. All six members of the network were visited by experts from the other partner organisations. Outcomes of discussions and on-site assessments were recorded in audit notes, which were reviewed with the visited organisation. The network also organised actions to raise the awareness of employers of the employment potential of people with learning difficulties which were particular successful, in Northern Ireland.



South and North meeting each other. Dr Aldo Magagnino from Communita Emmanuel (Lecce, Italy) and Dr Timo Tuori from STAKES-Consortium (Finland). Meeting of the E.C.HO partners in Helsinki, May 1996.



International E.C.HO partners meeting in Helsinki, Finland May 1996.



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Partnership	ACCEPT – ECHO (European Community Horizon project)
Partners in	ECHO partners in B, D, ESP, IT, UKgb
Activities	Exchange of information / joint production of reports

Partners
HH-1995-ESP-056

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HH-1995-Bnl-006

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HH-1995-UKgb-063

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HH-1995-UKgb-019

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HH-1995-UKgb-009

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HH-1995-UKni-002	ITO - Industrial Therapy Organisation (Transnational Coordinator) Northern Ireland Consortium Contact persons: Mr Cecil Graham & Mr Derek McClure The Tughan Centre Mourne House Knockbracken Healthcare Park Saintfield Rd GB - BT8 8BH Belfast Tel : 44 / 1232 403726 Fax : 44 / 1232 403727 e-mail : ITOHQ@compuserve.com	HH-1995-UKgb-013	MENTAL HEALTH MATTERS Contact persons: Mr Ian Grant & Mr Andy Cox ACCEPT Business Centre 65 Westgate Road GB - Newcastle-upon-Tyne Tel : 44 / 191 222 1651 Fax : 44 / 191 222 1658 e-mail : mhm@acceptbe.demon.co.uk
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ACCEPT



Staff members and service-users of Finland's ECHO project in Newcastle, England visiting social firms of the ACCEPT-partner Mental Health Matters, November 1996.

Project HH-1995-UKni-004 TORNEO

Transnationality speeds up mainstreaming: *"there is a phenomenon that persons from somewhere else are more likely to be listened to than locals, even when saying the same thing!"*

The aim of the national project, and all its partners, was to provide pre-vocational training programmes to people with Traumatic Brain Injuries. These were geared to promoting effective re-integration into work and the wider community. The partners jointly devised a four-stage model, covering facilitation, delivery, assessment and insertion. As part of the transnational partnership, staff of the organisations exchanged information, training materials and best practices in treating people with Traumatic Brain Injuries. They took part in study visits and in joint training seminars and developed a client assessment protocol.

Reports of the partners indicate a wide variety of impacts including **contributions to policy development**. The UKni partner promoted opportunities for establishing training services in other areas of the province. It also had a constructive dialogue with health authorities on the issue of fragmentation of services, which had been revealed by the work of the partnership.

In terms of **changes in their own organisations**, Belgian medical staff became familiar with other ways of treating persons with a brain trauma and this led to the inclusion of a phase explicitly dealing with rehabilitation and return to work. The clients now also have a greater say in their medical treatment. In Italy, a new, holistic, model combining job placement and social insertion was introduced and the co-operation with various local partners was improved. Changes in other organisations included the design of a competency profile for the training of trainers, which is presently being appraised for accreditation by the relevant UK authorities. Representatives of other Flemish organisations obtain a wider view of ways of treating people with a brain trauma, while the partnership enabled the KGB project to exert a positive influence on the purchasing policy of its local Health and Social Services Board.

In the Northern Irish case, 67% of participants were successfully re-integrated into vocational community-based training and 75% of them gained a recognised qualification. Twenty percent of the course participants gained meaningful, full-time employment, compared to a 15% return rate for other mainstream training programmes.



Final Conference, November 1997 (French, Italian, Belgian, NICOD and Scotland partners)

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Partnership Partners in Activities	TORNEO Bnl, FR, I, UKgb (2) Exchanges of materials / transnational training

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HH-1995-Bnl-008	CENTRUM VOOR LOCOMOTORISCHE EN NEUROLOGISCHE REVALIDATIE – Uz GENT Via de Pintelaan 185 B - 9000 Gent Tel : 32 / 9 240 42 40 Fax : 32 / 9 240 38 38
HH-1995-F-082	CENTRE MEDICO UNIVERSITAIRE DANIEL DUOADY F- 03866 Saint Hilaire du Touvet Tel : 33 / 76 35 49 50 Fax : 33 / 76 45 49 40

Project N-1995-D-040

Environmental Training and Employment



Transnationality enhances the skills of staff: *"Experiencing transnational co-operation... means personal growth (growing together) on a European level."*

The Equality – Employment – Ecology partnership is a group of education providers focussing on offering guidance and courses in eco-technology, environmental education, bio-architecture and self-employment. The main target groups are female architects and civil engineers, as well as women without vocational qualifications.

One of the main activities was the **transfer of know-how** from one partner to another. These exchanges of expertise led to:

The integration of basic eco-technology in training programmes through its transfer from Austria and Germany to Italy

The Italian partner had found that female trainees without professional qualifications often had reservations about learning new aspects of technology. As both the Austrian and German partner had considerable experience with overcoming such learning barriers, materials were translated and trainers came to Italy to run courses. The "Power of the Sun" programme, dealing with solar energy in everyday life, served two purposes. On the one hand, trainees got hands on experience with simple, practical applications of solar energy and, on the other, the Italian trainers gained new insights and teaching skills. As a result, the Italian partner now offers courses on eco-technology.

Training courses on 'natural paints and the creation of decorative murals' through its transfer from Germany to Italy

The German partner had already organised a number of dissemination seminars on 'interior decoration with natural paints and old techniques of painting.' In a response to the growing demand for ecological renovation techniques in Italy, German trainers provided a course on this issue. During the course, Italian trainees taught the German trainers new

mural painting techniques and tricks, while the trainers provided in-depth information about the use and availability of natural paints. As a result, the German partner has adapted its teacher-training course, while the Italian partner is paying much more attention to ecological aspects of painting.

Training for self-employment and business start-up through its transfer from Italy to Germany

As part of its mission the Italian partner actively supports groups of women in setting up their own businesses or

co-operatives. Their course includes modules on management, communication skills, and teamwork as well as the development of business plans. The resulting co-operatives provide services related to the restoration of old buildings, landscaping, the use of ecological building materials, energy saving and sustainable energy sources. Inspired by the Italian example, the German partner now has a similar project in which social scientists and civil engineers are trained to provide environmental services in the ecological and service sector.

Contact Person	Environmental Training and Employment Ms Andrea Simon Equality - Employment - Ecology LIFE e.V. - Frauen entwickeln Ökotechnik Dircksenstraße 47 . D – 10178 BERLIN Tel : 49 / 30 30879814 Fax 49 / 30 30879825 e-mail : life@snafu.de
Partnership Partners in Activities	Equality – Employment – Ecology ESP, I, A Exchange of expertise / joint development / joint training of trainers / placements of staff and clients

Partners
N-1995-IT-146
Contact person

UNIVERSIDAD PUBLICA DE NAVARRA
Ms Maria Antonia Segardoy
Campus Arrosadia, s/n
E – 3100 Pamplona
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Fax : 34 / 48 24 62 95

N-1995-A-001
Contact person

VEREIN SUNWORK - BILDUNGSINITIATIVEN FÜR MÄDCHEN UND FRAUEN
Ms Christiane Zeiler
Triester Straße 114
A - 1100 Wien
Tel. : +43 / 1 667 20 13
Fax : +43 / 1 665 93 05 75
e-mail : sunwork@fem-wien.cl.sub.de

Project N-1995-GR-005 Dataweb



Transnationality creates stimulating learning environments: *"Transnational contacts had an important impact on the participants. The videoconferences gave them the opportunity to discuss with participants from other projects who were facing similar challenges and to discuss with mentors in other Member States. The Internet proved to be very effective"*

In response to the high level of female unemployment and the high failure rate of small firms, the partnership decided to support the creation and development of successful small businesses by women.

Through experiences gained in a previous NOW transnational partnership, the business incubator was identified as an environment in which the appropriate kind of support could be provided.

Information exchanges on this issue resulted in three publications:

- "Business Incubator Profiles in Europe - a series of case studies" (IT partner);
- "A Business Plan for Business Incubators" (IT partner);
- "Consultancy in the post-start up phase" (NL partner).

Transnationality was an integral part of the business courses. The participants had several opportunities to discuss issues with trainees in other countries during videoconferences. Some of them also took part in transnational visits. Transnational consultancy, including tele-mentoring, on aspects of business financing was provided by seven female entrepreneurs from the four participating countries. This process led both to an adapted mentoring model, as well as to the identification of successful models of providing financial support to new firms.

The partnership is continuing in the second phase of EMPLOYMENT under the title of Business Web. This name indicates the current focus, on newly created firms.

Contact person	DIMIOURGIKI/DATAWEB Caroline Turnre/Vassilis Papaioannou Creative Human Resource Development Vas. Georgiou Str. 36 GR - 54640 Thessaloniki Tel : 30 / 31 840 625 Fax : 30 / 31 861 100 e-mail : dataweb@the.forthnet.gr / Breakthrough@cyber.gr www.forthnet.gr/dataweb www.womin-sme.com
Partnership Partners in Activities	DATAWEB NL, IT (3), P Exchange of information / transnational learning environment

Partners

Contact person

ID&S

Dott. Maria Pia Ponticelli
Via Coroglio 104
I – 80124 Napoli
Tel : 39 / 081 230 23 11
Fax : 39 / 081 230 23 09

N-1995IT-016 Contact persons

INCUBATORE IMPRESEDONNA

Mr Lamberto Gamberini/Ms Mara Laporati
Via Beverara 123
I – 40121 Bologna
Tel : 39 / 051 634 30 56
Fax : 39 / 051 634 16 90
e-mail : impdonne@ comune.bologna.it

N-1995-IT-049 Contact person

PROVINCIA DI LIVORNO

Ms D. Miele
Piazza del Municipio 4
I – 57100 Livorno
Tel : 39 / 0586 89 65 42
Fax : 39 / 0586 88 91 98

N-1995-P-024 Contact person

GUIA

Ms A.B. Pereira da Silva
Av. Almirante Reis 213 -7et
P – 1200 Lisboa
Tel : 351 / 1 842 13 70
Fax : 351 / 1 842 13 79

N-1995-NL-003 Contact person

STEW – Centre for Small Business Development

Ms Silvia van den Heuvel
Oostenburgervoorstraat 172
NL - 1018 MP Amsterdam
Tel : 31 / 20 623 93 69
Fax : 31 / 20 42 00 804
e-mail : stew@pi.net
www.stew.nl/o.html

Project Y-1995-L-001

Practex

Transnationality *"has acted as a catalyst for action at national level."*

In Luxembourg, about 40% of school leavers enter the labour market without a formal qualification and without many chances of finding and keeping a job. As one response, the authorities have introduced new training courses with a stronger focus on practical experience in firms. Against this background, the Lycée Technique des Arts et Métiers has set up the Practex project, within an existing 'school and enterprise' partnership that promotes co-operation with some thirty companies in Luxembourg, as well as with the Chamber of Commerce. In the project, the training alternates between school and enterprises so that the young people's theoretical training can be matched with practical on-the-job experience.

With its Portuguese partner, the Lycée added a transnational element to this training process, namely a placement in a firm in the partner country. Before such placements took place the partners compared national training programmes, exchanged training curricula, carried out a survey on the respective job profiles of a car painter and jointly developed a common training course. Seven young Luxembourgers went to Portugal, while eight young Portuguese came to Luxembourg.

The impact of the project has been significant. The trainees learned new skills and became more independent, and trainers came into contact with other social, cultural and vocational values. But, as importantly, *"transnationality has acted as a catalyst for action at national level."* The transnational project has improved the co-operation between the Luxembourg participants in the national project, as well as opened their eyes to new options for training delivery.

The transnational placement is officially recognised in a YOUTHSTART training certificate, co-signed by high level representatives of the Luxembourg



Ministries of Labour and of Education. An annex provides the evaluation of the placement made by the Portuguese company. This certificate has real added value on the labour market. It is hoped that such transnational projects will help to increase the status of vocational training in the eyes of potential participants and their parents.

Contact person

LYCEE TECHNIQUE DES ARTS ET DES METIERS
 Marc Weinachter
 19, rue Guillaume Schneider
 L - 2522 Luxembourg
 Tel : 352 / 46 76 16-201
 Fax : 352 / 47 29 91

Partnership Partners in Activities

PRACTEX (practical training experience)
 Portugal
 Exchange of information / joint development / transnational placements

Partner Y-1995-P-020

PROJECTO INTEGRADO DE FORMAÇÃO
 Escola 2º E 3º Ciclo do Ensino Básico-Pedrulha
 Ms Berta Maria T. Teixeira
 P - 3020 Coimbra
 Tel : 351 / 3 92 02 94
 Fax : 351 / 3 949 37 94

Project Y-1995-NL-008

Jasa



Transnationality provides many new ideas *"Our Entry course for young refugees, no longer responded sufficiently well to the physical and psychological problems which many of these refugees have. Thanks to discussions with our transnational partners we were able to design a much more responsive approach..."*

The city of The Hague provides an 'Entry' course for young refugees who have recently arrived in the Netherlands. The aim of the course is to enable young people of compulsory school age to acquire the necessary skills and competence to enrol in mainstream education or training. Some one hundred different nationalities are represented in the introductory course to Dutch society and language, which is also supported by vocational guidance provision. Many of them come from countries experiencing conflict and civil war and the course was not responding sufficiently well to their physical and psychological problems.

During study visits to the partners, and through placements of trainees, a series of approaches were identified which could make the course more responsive to these new needs. A comprehensive approach is currently being adopted which pays particular attention to:

- The health situation of all participants, by extending the co-operation with the health services which was an idea adopted from Finland;
- The life situation of the refugees, involving families, ethnic groups and the wider community as much as possible, an approach from Ireland;
- A wide range of creative methodologies to foster social skills and key competencies, in particular through group work, again influenced by Finland;
- Creating more firm-like environments in school training, imported from Denmark;
- Upgrading trainers' skills through continuous training as *"they often do not understand why our participants react the way they do!"* an approach shared by all partners;

- The Irish 'buddy' system, in which participants will be linked to a successful older student or graduate of the course.

The new approach is being disseminated to other municipalities in the Netherlands through a second round YOUTH-START project

Contact person	Drop In: JASA - Gemeente Den Haag Mr B. Erbas Postbus 12652 NL - 2500 DP Den Haag Tel : 31 / 70 353 35 88 Tel : 31 / 70 353 55 49 e-mail : Cwerbab@ocw2.denhaag.nl
Partnership Partners in Activities	DROP IN DK, IRL, FIN (2) Exchange of information / placements of trainees

Partners

Y-1995-DK-002

Contact person

DROP-IN
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Mr Erik Juul
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Y-1995-IRL-008

Contact person

YOUTHLYNX
Kilkenny Community Action Network
Mr Denis Leamy
Lower Patrick Street
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e-mail : Kklynx@aonad.iol.ie

Y-1995-FIN-004

Contact person

DROP IN/Trend Breakers
City of Turku
Ms Riikka Laitinen
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Tel : 358 / 2 262 31 26
Fax : 358 / 2 233 42 34
e-mail : Riikka.laitinen@turku.elisa.fi

Transnationality in Adapt and Employment

60 cases of good practice



This publication focuses on main aspects of transnationality. On the added value of transnationality, i.e. are products of partnerships firmly based on an amalgamation of the expertise of the partners? On the impact of transnationality, i.e. do these products lead to new qualifications for participants, to new approaches in organisations, to new features in policies and regulations? To get answers to these, and related, questions two options were open. The first one was to ask a random sample of promoters to report their experiences with transnational co-operation and the kinds of impact it had. The second was to focus on cases of good practice as regards the implementation of transnational co-operation, i.e. a selected sample. For this publication, the second option was chosen. Firstly because it would give insights in what transnationality could contribute in (relatively) optimal conditions, information which could be used as a benchmarking point later on, and secondly, the cases

could be used as examples for future partnerships.

In April 1998, all NSSs were asked to produce at least one case study of a project selected in 1995, which had clearly benefited from the joint activities in the transnational partnership. An outline for such a case report was proposed and included the following headings: the context and the main features of the national project; the composition, aims and activities of the transnational partnership; the impact of outcomes, produced with the partners, on participants, on promoters' and other organisations, and on policy developments.

In early September 1998, 60 cases of best practice had been sent in by the NSSs: 19 for ADAPT and 41 for EMPLOYMENT (10 cases on HORIZON-disadvantaged; 13 cases on HORIZON-disabled; 10 cases on NOW and 8 cases on YOUTHSTART)

The table below provides information on how to contact each of the 60 projects selected. Further information on those projects and their partners is available in the Database section of the ADAPT & EMPLOYMENT web site: www.europs.be. The database contains details on all projects selected in 1995 and 1997.

Note on project numbering

In the text, the project number of the cases of good practice of transnationality include:

- a letter for the Initiative / Strand :
A for ADAPT
N for NOW
HH for HORIZON-disabled
HD for HORIZON-disadvantaged
Y for YOUTHSTART
- the year of selection (1995)
- the Member State
- a sequential number.

ADAPT cases of good practice on transnationality



EU Number	Project	Partnership
A-1995-Bfr-022	CRIF (Centre de Recherche des Industries des Fabrications Métalliques) Guillaume FRYNS - Umberto BARALDI Parc Scientifique de la Cense Rouge, rue Bois Saint-Jean 12 B - 4102 SERAING Tel : 32 / 41 61 87 00 Fax : 32 / 41 61 87 02	AMOTITOMA – Amelioration of Time to Market Partners in: D, DK, IRL
A-1995-Bnl-004	EUCORES Vereniging Van Algemene Bouwaannemers Paul VAN HULLE Ezelstraat 25 B - 8000 BRUGGE Tel : 32 / 50 33 39 54 Fax : 32 / 50 34 23 32	EUCORES Partners in: IRL, NL
A-1995-DK-037	Eco-Management Handelshojskolen i Kobenhavn – CESAR David. J SCHOLES Forskerbyen Symbion, Fruebjergvej 3 DK – 2100 KOBENHAVN Tel : 45 / 3 917 98 66 Fax : 45 / 3 917 98 63	Eco-Management Partners in: D, Bnl, GR, IT, FIN, UKgb
A-1995-D-005	Qualifizierung Ausbilder zur Durchfuerung von Lehr-gaengen UmweltschutzWHKT – Westdeutscher Handwerkskammertag Thomas BERNHARD Sternwartstr. 27-29 D – 40223 DUSSELDORF Tel : 49 / 211 300 77 00 Fax : 49 / 211 300 79 10	Eco-Management
A-1995-D-026	Entwicklung neuer Managementmodule REFA - Landesverband Saar Renate STAHL Franz-Josef-Röder-Str. 9 D - 66119 SAARBRUCKEN Tel : 49 / 681 564 24 Fax : 49 / 681 510 36	Supporting employees to adapt to industrial changes Partners in: F, IRL
A-1995-D-030	SPI Jobrotation SPI Jobrotation Bettina UHRIG Graefestr. 3 D - 10967 BERLIN Tel : 49 / 30 690 89 20 Fax : 49 / 30 690 89 232 e-mail : jobrotation@contrib.de	Transnational Jobrotation Partners in: DK, GR, NL, P,A, FIN, S, UKgb

A-1995-D-054	<p>Integration von Arbeitsumwelt und Gesundheitsschutz in Organisations- und Personal-entwicklungsprozesse BIT e.V. - Berufsforschungs- u. Beratungsinstitut für inter-disziplinäre Technikgestaltung Andreas BLUME Unterstr. 51 D - 44892 BOCHUM Tel : 49 / 234 28 00 24 Fax : 49 / 234 28 00 27</p>	<p>ENACTE - European network for Adaptation to Change and technology for Enterprise Partners in: Bfr, GR, NL, UKgb</p>
A-1995-D-248	<p>Neue Wege für den Tourismus im Kreis Herzogtum-LaunenbergBeschäftigungs- und Qualifizierungsgesellschaft Herzogtum Lauenburg Beate RODEWALD Reeperbahn 35 D - 21481 LAUENBURG/ELBE Tel : 49 / 4153 58 64 22 Fax : 49 / 4153 58 64 20</p>	<p>Partners in: IT (2)</p>
A-1995-GR-020	<p>Development of Key Competencies"DIOTIMA" Maria ALEXIOU Kekropos 2, Str. GR - 105 58 ATHENS Tel : 30 / 1 984 83 17 Fax : 30 / 1 988 45 16</p>	<p>Development of Key Competencies Partners in: DK, D, FR, IT, A</p>
A-1995-ESP-124	<p>Columella Universidad de Santiago de Compostela Pazo de San Xerome, Praza do Obradoiro ESP - 15703 SANTIAGO DE COMPOSTELA Tel : 34 / 81 59 98 00 Fax : 34 / 81 59 93 09</p>	<p>Columella Partners in: FR, IT, P</p>
A--1995-F-140	<p>VIGILANCE Réseau d'appui à la veille stratégique en PME CCI de Paris Catherine CHRETIEN 47 rue de Tocqueville F - 75017 Paris Tel : 33 / 1 55 65 67 90 Fax : 33 / 1 55 65 66 94 e-mail : cchretien-petiot@ccip.fr www.eurovigilance.com</p>	<p>VIGILANCE Partners in: D, ESP, IT, NL, P, UKgb</p>
A-1995-IT-176	<p>DevelopNet – development of competitively and employment levels in SMEs Confindustria Veneto Mario ZAMBELLI S. Marco, 2906 – Pal. Falier IT - 30100 VENEZIA Tel : 39 /-041-98 08 00 Fax : 39 / 041-98 53 95</p>	<p>DevelopNet Partners in: GR, FR, P,</p>



A-1995-L-001	FORMA-INFO-NETINFPC Mr. Frédéric MERTZ 38 rue de l'Avenir L - 1147 LUXEMBOURG Tel : 352 / 46 96 12 206 Fax : 352 / 46 96 20	FORMA-INFO-NET Partners in: D, IT, P
A-1995-NL-024	Domotica Gemeente Zaanstad F.R. KETTING Postbus 1400 NL - 1500 AK- ZAA NSTAD Tel : 31 / 75 655 32 50 Fax : 31 / 75 655 33 63	Domotics Partners in: Bnl, ESP, P
A-1995-A-024	Train-Key - Train training managers in SMEs to promote key competencies WIFI – Wirtschaftsförderungs-institut Wien Monika JORDACK Währinger Gürtel 97-99 A 1180 WIEN Tel : 43 / 1 476 77 521 Fax : 43 / 1 479 67 57	Train-Key Partners in: D (2), FR, FIN (2), UKgb
A-1995-FIN-013	Transnational Marketing Skills Vakka-Suomen Kehityskeskus Oy Alinenkatu 7 FIN - 23500 UUSIKAUPUNKI Tel : 358 / 2 842 8710 Fax : 358 / 2 842 87 70	Transnational Marketing Skills Partners in: IT, S, UKgb
A-1995-UKgb-004	Transnational Marketing Skills Sunderland City TEC Peter WALKER BIC Sunderland GB - SR5 2TA WEARFIELD, Sunderland Tel : 44 / 19 516 02 22 Fax : 44 / 19 516 81 59	Transnational Marketing Skills Partners in: IT, FIN, S
A-1995-UKni-002	Success Strategies Grant Thornton Clarendon Dock, Water's Edge GB - BT1 3BH BELFAST Tel : 44 / 1232 31 55 00 Fax : 44 / 1232 31 40 38	European Qualification Standards for SMEs Partners in: D, FR, NL,
A-1995-UKni-004	Construction Skills Development Construction Employers Federation 143 Malone Road GB - BT9 6SU BELFAST Tel : 44 / 1232 66 17 11 Fax : 44 / 1232 66 63 23	Construction Skills Development Partners in: FR, NL

HORIZON DISADVANTAGED / INTEGRA

cases of good practice on transnationality

EU Number	Project	Partnership
HD-1995-Bfr-022	Société d'économie sociale SECOS – Entreprise d'insertion A.s.b.l. Pascal DECAMPS Rue Meurisse 1 B – 7011 GHLIN Tel : 32 / 65 36 44 50 Fax : 32 / 65 36 27 28 e-mail: secos.ecomons@skynet.be	YOUNGPATH Partners in: D, GR, ESP, FR, I, P
HD-1995-Bnl-002	SAFE MVDAB Tongeren Carine THIJS Rietmusweg 92 B – 3700 TONGEREN Tel : 32 / 12 23 00 91 Fax : 32 / 12 26 32 73 e-mail: cthijs1@vdab.be www.vdab.be	SAFE M Partners in: D (2), ESP, S,
HD-1995-DK-001	Europe Tells Kulturkaelderren Lise BISBALLE GL. Jennumvej 8 DK – 8900 RANDERS Tel : 45 / 86 41 78 44 Fax : 45 / 86 41 90 70 e-mail: kk@kulturkaelderren.dk www: is being designed	SAFE M Partners in: B, D, ESP, S,
HD-1995-D-002	INTEGRA project Carl von Ossietzky University of Oldenburg -Zentrum für Wissenschaftliche Weiterbildung (ZWW) Ankelica I. MÜLLER Alexanderstr. 316 D –26127 OLDENBURG Tel : 49 / 441 68 37 12 Fax : 49 / 441 68 37 24 e-mail: integra@zww.uni-oldenburg.de www.uni-oldenburg.zww/&é.htm	Partners in: DG, FR, I, UKgb
HD-1995-GR-168	Integration through training and work – PHILOS Vocational Training Centre (K.E.K.) Efpirides Nikolaos Krimnianiotis S. Petroula Str. 3 GR – 13341 ANO LIOSSIA Tel : 30 /1 24 82 711 Fax : 30 /1 24 82 712 e-mail: kepy-p-axar-non@mitnet.gr	IN-LAND-ER Partners in: ESP, A



HD-1995-ESP-102	FORMATRA (training for work) Excmo. Ayuntamiento de Almendralejo Valentin SUAREZ SAAVEDRA C/Carretera Santa Ana 1A E - 06200 ALMENDRALEJO Tel : 34 / 924 67 73 00 Fax : 34 / 924 67 08 51	DINAMIZACION Partners in: GR, FR, IRL, P
HD-1995-F-023	DYNAMISATION Promotion des Tziganes et des gens du Voyage L'association pour la Promotion des Populations d'Origine Nomades d'Alsace (APPONA) Patrick MACIEJEWSKI 2, r. du Commandant François F - 67100 STRASBOURG Tel : 33 / 3 88 79 12 12 Fax : 33 / 3 88 79 49 03 e-mail: pm14@calva.net www: under construction	DYNAMISATION Partners in: GR, ESP(4), IRL, P,
HD-1995-IT-021	Euro -T.R.A.M.P. - European Training Research AIDS Multimedia Project Denise LENTINI Via Bigari 3 I - 40128 BOLOGNA Tel : 39 / 051 631 42 00 Fax : 39 / 051 631 42 42 e-mail : coordinamento@ageform.dsnet.it	Euro - T.R.A.M.P. Partners in: D, ESP, IRL
HD-1995-A-007	Eco-Profi Dieter REIF, Berthold SCHLEICH Anton Mell-Weg 14 A - 8053 GRAZ Tel : 43 / 316 26 15 55 Fax : 43 / 316 26 15 55-6	Eco-Profi Partners in: ESP, S
HD-1995-S-007	On Air - More Colour in the Media On Air - More Colour in the Media Dagny ELIASSON Sverges Radio AB Oxenstiernsgatan 20 S - 10105 STOCKHOLM Tel : 46 / 8 784 97 80 Fax : 46 / 8 784 97 83 e-mail: dagny@stab.sr.se www.multicultural.net	On Air - More Colour in the Media Partners in: D, GR, IRL, NL, UKgb

HORIZON cases of good practice of transnationality

EU Number	Project	Partnership
HH-1995-Bnl-006	ECHO - Zagan vzw Patrick PENDERS, Guido LISSENS Tolhuislaan 82 B – 9000 GENT Tel : 32 / 9 226 12 20 Fax : 32 / 9 227 40 06 e-mail: guido.lissens@g-net.be	
HH-1995-FIN-001	ECHO - Finland (European Community Horizon project) STAKES-Consortium (National Research and Development Centre for Welfare and Health), Esko HÄNNINEN Ratapihantie 9 PO Box 110 FIN - 00521 HELSINKI Tel : 358 / 2051 631 95 GSM : 358 / 4050 370 95 Fax : 358 / 2051 631 98 e-mail: esko.hanninen@dlc.fi	ECHO – ACCEPT ACCEPT partners in: D, ESP, UKgb, UKni, ECHO partners in: B, D, I, ESP, FIN, UKgb,
HH-1995-D-004	P.I.A. / Youngpath Arkus gGmbH Arbeits-Kultur Selbsthilfe Silvia KELLER Happelstr. 17 D - 74074 HEILBRONN Baden-Württemberg Tel : 49/ 7131 99 12 39 Fax : 49/ 7131 99 38 23	ACCEPT
HH- 1995-UKni-002	ACCEPT ITO - Industrial Therapy Organisation Northern Ireland Consortium Derek McCLURE Mourne Villa Knockbracken, Healthcare Park Saintfield Road GB - BT8 8BH BELFAST Tel : 44 / 1232 40 37 26 Fax : 44 / 1232 40 37 27 e-mail : ITOHQ@compuserve.com	ACCEPT
HH-1995-DK-001	Tele-trading House - a new career for visually impaired Janne HANSEN Institutet for Blinde og Svagsynede Rymarksvej 1 DK – 2900 HELLERUP Tel : 45 / 39 62 41 00 Fax : 45 / 39 40 04 05	Partners in: I, T, UKgb



HH-1995-ESP-017	Horizonte Goya Ayuntamiento de Fuendetodos Pilar BORRAJO C/ Zuloaga 24 E - 50142 FUENDE TODOS, ZARAGOZA Tel : 34 / 76 14 38 01 Fax : 34 / 76 14 38 01	NOTE - New Opportunities for Training and Employment Partners in: Bfr, D, UKgb
HH-1995-F-052	STEP Disnet Step GIHP AQUITAINE Didier LAMBERT, Christine CLEMENT 436 Avenue de Verdun F - 33700 MERIGNAC Tel : 33 / 5 56 12 39 39 Fax : 33 / 5 56 123 792 e-mail : gihpstep@quaternet.fr	DISNET / STEP BY STEP Partners in: D, IT, UKgb (3)
HH-1995-IRL-012	LINKS - Organic Herbs Ned COTTER Cork Farm Centre Wilton Rd. IRL - Youghal, CORK Tel : 353 / 24 939 71 Fax : 353 / 24 937 93 e-mail : linkcoop@aonad.iol.ie	SILOS Partners in: ESP, I, UKgb
HH-1995-IT-030	Progetto Marienthal – la nuova Dimensione dell'Impresa Sociale: Consorzio per l'Impresa Sociale - Soc Coop Sociale a.r.l. Renate GOERGEN Via Paolo de Ralli 3 I – 34127 Trieste Tel : 39 / 040 57 42 00 Fax : 39 / 040 56 68 19	Marienthal Partners in: B, D, ESP, A, S, UKgb
HH-1995-A-010	HORIZON-FORUM Agenda: Training of deaf people, developing new media, training of interpreters Nadja GRBIC Karl Franzensuniversität Graz - Institut F. Übersetzer U. Dolmetscherausbildung Merangasse 70 A – 8010 GRAZ Tel : 43 / 316 380 26 78 Fax : 43 / 316 380 97 85 e-mail : grbic@bued29.kfunigraz.ac.at	HORIZON-FORUM: deaf studies on the agenda Partners in: B, DK, D, GR, ESP, FR, P, UKgb,

<p>HH-1995-P-037</p>	<p>SILENOS CERCIFAF - Cooperative for Education and Rehabilitation of Disabled Children Julio MARINHO, Luis ROQUE Rue 9 de Decembro 99 Monte de S. Jorge, Apdo 82 P – 4820 FAFE Tel : 351 / 53 59 91 55 Fax : 351 / 53 59 79 32</p>	<p>SILENOS Partners in: Bfr, ESP, FR,</p>
<p>HH-UKgb-032</p>	<p>DATE - Disability, Art, Training, Employment School of Art & Design University of Hertfordshire Zigi FIBERT Manor Rd. GB - AL 9TL HATFIELD Tel : 44 / 170 728 53 27 Fax : 44 / 170 728 53 10</p>	<p>DATE partners in: IRL (2) P</p>
<p>HH-1995-UKni-004</p>	<p>TORNEO NICOD Eileen THOMSON 31 Ulsterville Avenue GB - BT9 7AS BELFAST Tel : 44/ 1232 66 61 88 Fax : 44/ 1232 68 24 00 e-mail: eileen.thomson@btinternet.com</p>	<p>TORNEO Partners in: Bnl, FR, I, UKgb</p>





NOW cases of good practice in transnationality

EU Number	Project	Partnership
N-1995-Bnl-005	ANA-MARTA - Lenteleven CLV Jos VEIJFEIJKEN Koolmijnlaan 350 B - 3550, HEUSDEN-ZOLDER Tel : 32 / 11 57 15 29 Fax : 32 / 11 57 50 86	Partners in: DK, D (4), NL
N-1995-D-040	Umweltbildung und Beschaeftigung Equality - Employment - Ecology LIFE e.V. Frauen entwickeln Ökotechnik Andrea SIMON Dircksenstraße 47 D – 10178 BERLIN Tel : 49 / 30 30 87 98 14 Fax : 49 / 30 30 87 98 25 e-mail : life@snafu.de	Equality - Employment - Ecology Partners in: ESP, I, A
N-1995-GR-005	DATAWEB Creative Human Resource Development Caroline TURNER, Vassilis PAPAIOANNOU Vas. Georgiou Str. 36 GR - 54640 THESSALONIKI Tel : 30 / 31 84 06 25 Fax : 30 / 31 86 11 00 e-mail: dataweb@the.for thnet.gr / Breakthrough@cyber.gr www.for thnet.gr/dataweb www: womin-sme.com	DIMIOURGIKI/DATAWEB Partners in: IT, NL, P
N-1995-ESP-125 and 126	Programas Gema and Sofia GEMA/DIVA Ayuntamiento de la Coruña Marian FERREIRO DOPICO Pza. De Maria Pita 1 E - 15001 LA CORUÑA Tel : 34 / 98 112 00 17 Fax : 34 / 98 112 19 12	GEMA - CERERE - FEM Partners in: FR, P
	SOFIA/DIVA Ayto de Vigo Concejalía Servicios Sociales M- Teresa FERNANDEZ PIÑERO Plaza do Rei, s/n . E - 36202 VIGO (Pontevedra) Tel : 34 / 98 681 01 00 Fax : 34 / 98 681 02 84	
	Implementing Organisation: Asociacion Mujeres Jovenes de Galicia "area". Centro de Empleo/DIVA Ms BELEN - Ana Isabel LORENZO HERMIDA Luis Braille, 6 Entlo Dcha E - 36201 VIGO Tel : 34 / 98 622 92 31 Fax : 34 / 98 622 42 31	

N-1995-IRL-039	WENT - Women into Enterprise and New Technology Northside Partnership Fiona NOLAN Unit 19, Greendale Shopping Centre Kilbarrack IRL - DUBLIN 5 Tel : 353 / 1 848 56 30 Fax : 353 / 1 848 56 61 e-mail : nortpart@aonad.iol.ie	WENT Partners in: DK, NL, UKgb
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N-1995-A-008	NoWA - Netzwerk für Berufsausbildung NOWA Winning opportunities for Women Netzwerk für Berufsausbildung Ursi PANZENBÖCK Rudolf-Hans-Bartsch-Str. 15-17 A - 8042 GRAZ Tel.: 43 / 316 48 26 00 Fax: 43 / 316 48 26 01-4 e-mail : nowa@styria.co.at www.nowa.at	WOW - Winning Opportunities for Women Partners in: D, IRL, S
N-1995-FIN-010	Qunniga Qvinnor - Local Action for Women Local Action for Women Qunniga Qvinnor ÅBO Akademi University Centre for Continuing Education Mirjam LUKOLA Slottsgatan 10 SF – 20500 TURKU Tel : 358 / 2 215 46 58 Fax : 358 / 2 215 49 43 e-mail : mirjam.lukola@abo.fi www.abo.fi/fc/project/courses/nowwi.html	Local Action for Women Partners in: IRL, S
N-1995-UKgb-021	FORUM - European Tradeswomen's Network Carol BIGGSForum: European Tradeswomen's Network London Women and Manual Trades 52/54 Featherstone St. . GB - EC1Y 8RT LONDON Tel : 44 / 171 251 91 92 Fax : 44 / 171 251 91 93 www.women-in-construction.org	FORUM Partners in: DK, ESP (2)



YOUTHSTART cases of good practice in transnationality

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Y-1995-D-035	European Building Sites Association Europäischer Baustellenverbund Zukunftsbau GmbH Ms Michaela SCHMID, Cornelia BUKSLAT-BÖLK Langhans Str. 74b D - 13086 BERLIN Tel : 49 / 30 47 86 94 47 Fax : 49 / 30 47 86 93 33 e-mail : ZUB.PR@t-online.de	European Building Sites Association Partners in: D, GR, I
Y-1995-GR-011	The Greenways project ELKEPA KRITIS Dimitra SARANTOU Laseas 1 GR – 71305 IRAKLEIO Tel : 30 / 81 25 64 74, 25 63 85 Fax : 30 / 81 26 09 82	The Greenways project Partners in: I
Y-1995-F-019	EDIFICECFA Du Bâtiment Jean Fontaine Jacques MICHE 79 rue du Petit Pont F – 45000 Orleans Tel : 33 / 2 38 86 02 51 Fax : 33 / 2 38 84 38 18 e-mail : cfa.jean.fontaine.45@wanadoo.fr	EDIFICE Partners in: FR
Y-1995-IRL-001	LEBO - Living in Europe from Birth to Old age Cox's Demesne Youth and Community Project Clodagh O'MAHONY The House, 16 Oakland Park, DUNDALK IRL - Louth Tel : 353 / 423 04 32 Fax : 353 / 423 15 99 e-mail : Coxscycp@aonad.iol.ie	The LEBO Partnership Partners in: ESP,A
Y-1995-L-001	PRACTEX - Lycée Technique des Arts et des Métiers Marc WEINACHTER 19, rue Guillaume Schneider L - 2522 LUXEMBOURG Tel : 352 / 46 76 16-201 Fax : 352 / 47 29 91	PRACTEX - PRACTical Training EXperience Partners in: P
Y-1995-NL-008	JASA Drop In: JASA Gemeente Den Haag B. ERBAS Postbus 12652 NL - 2500 DP DEN HAAG Tel : 31 / 70 353 35 88 Tel : 31 / 70 353 55 49 e-mail : Cwerbab@ocw2.denhaag.nl	DROP IN Partners in: DK, FIN (2), IRL

Y-1995-A-009	<p>Co-Train - Continuous training for staff providing courses for disadvantaged young people L&R Sozialforschung Ferdinand LECHNER Neustiftgasse 17/6 A – 1070 WIEN Tel : 43 / 1 522 87 84 Fax : 43 / 1 522 87 84/9 e-mail : l.r.sozialforsch@adis.at</p>	<p>Co-Train Partners in: DK, D (3), ESP,</p>
Y-1995-FIN-002	<p>EUROTRAIN - an alternative approach Suomen Mielenterveysseura- The Finnish Association for Mental Health Eila KAUPPINEN Maistraatinportti 4A SF – 00240 HELSINKI Tel : 358 / 9 61 55 17 46 Fax : 358 / 9 61 55 17 70</p>	<p>EUROTRAIN Partners in: D, FR, IRL, P, S, UKni</p>



The Adapt and Employment Community Initiatives

ADAPT and EMPLOYMENT are the two Human Resource Initiatives which are led by the European Social Fund. Both Initiatives started in 1995 and will operate until the end of the year 2000. Member States operate these Initiatives in partnership with the European Commission. National Support Structures (NSS) have been established in each Member State to assist in the implementation of EMPLOYMENT, and the European Commission has additionally established a technical assistance office at European level, entitled EUROPS.

The principles underpinning both Initiatives are:

- **transnationality:** projects must be partnered with projects in other Member States which are focused on similar or complementary priorities;
- **innovation:** in the context of national and regional practice and priorities, projects experiment with new ideas or methods, or with new combinations of existing ideas, methods or collaborators;
- **local involvement:** projects should involve a wide range of local

individuals and organisations, both public and private, so that this combined knowledge and experience can be focused on the development of appropriate training, guidance or employment provision;

- **multiplier effect:** the programme's experiences should be recorded, evaluated and widely disseminated through expert and professional networks and to the public.

The ADAPT Community Initiative aims to transform the way in which companies, especially small firms, the organisations which support them, and workers themselves, respond to industrial change.

Since 1995, more than 4000 projects have been or are supported under ADAPT, financed jointly from the European Social Fund and funding from public and private sources in their Member State. The total ESF contribution for the five years of the ADAPT Initiative is over 1.6 billion ECU.

The EMPLOYMENT Community Initiative targets groups of people who face special difficulties in the labour market. It has four inter-related strands:

NOW for equality of opportunities between women and men; HORIZON for people with disabilities; INTEGRA for socially excluded people; and YOUTHSTART for young people.

EMPLOYMENT aims to identify new solutions to the problem of unemployment in the European Union by funding pilot projects: to contribute to the development of human resources; to improve the working of the labour market; to promote social solidarity and equal opportunities.

More than 6000 projects have been selected for funding from the EMPLOYMENT Initiative, with a total contribution from the European Union of above 1.8 billion ECU.

The impact of the ADAPT and EMPLOYMENT projects is reinforced by grouping them in transnational partnerships so that the lessons learnt in one Member State or country can be taken up and used throughout the European Union.

For more information, contact the NSSs in your country or EUROPS the Commission's Technical Assistance Office (see addresses in Annex 3)

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