TRANSNATIONAL COOPERATION AGREEMENT

1. General information:
   a. Operational Programme in Poland: Operational Programme Knowledge Education Development (OP KED)
   b. Number and name of Priority axis: IV Social innovation and transnational cooperation,
   c. Number and name of Measure: 4.3 Transnational cooperation, of OP KED
   d. Number of application for assistance:
   e. Title of the Polish Project: Development of new counselling approach in order to enhance effectiveness of labour market services.

2. Information on transnational cooperation partners, including lead partner (Beneficiary - leader) who is entitled to represent the other project partners:

   Imago Foundation – non-governmental organization (Lead partner)
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   Mobile: +358 40 621 6206
   Kuntokatu 3, FI-33520 Tampere, Finland

3. Subject of the transnational cooperation agreement.

   Concurrent creation and implementation of new solution, exchange of information and experience based on constructivist career counselling.


5. The scope and form of participation of beneficiary and transnational cooperation partners in the project:

   a. Problem addressed, common interests, methodology.
a. increased number of hard clients both in public and non public labour market institutions

b. education and skills of clients do not match the needs of employers and mislead them while seeking for the right job position

c. assessment tools are not accurate enough – do not provide enough information, lead to wrong conclusions, do not address clients life-environment and cultural background

d. linear way of assessment and design of labour market services.

The project’s objectives address following problems:
- young immigrants willing to go on their studies in higher education institutes face challenges in this transition phase
- high educated immigrants face challenges while moving from education to work life
- high educated immigrants while facing changes during their work life (changing a job, getting unemployed, moving forward in their career etc.) do need some support
- high educated immigrants either unemployed or already at work and willing to start the business of their own face challenges; as high educated immigrants now face a changing working life and a new goal of creating a job instead of only ‘finding a job’ is needed, project aims at fostering ‘enterprising skills’ as a response to the current “hybrid working life”

- challenges may concern for example lack of information, lack of competence, weak language skills, lack of networks, lack of guidance etc.
- The regional organizations (educational institutions, counselling and employment services) have not well developed processes, practices or co-production to help high educated immigrants in their problems in the above-mentioned problems

COMMON INTERESTS:

a. the division of activities among the partners will allow sharing the experiences of developing spaces for counseling in both employment and educational side of services

b. solutions developed within each project will be exchanged in order to enreach the expected outcomes (e.g. training methods, training programs, counseling tools).
METHODOLOGY:

a. project-based cooperation  
b. innovative approach: create – test – evaluate – sustain

b. Description of transnational cooperation objectives, results and products (common and individual for each partner involved in the project), for which a partnership has been established in line with the main objective of the project as well as result and output indicators possible to be achieved only through transnational cooperation;

<table>
<thead>
<tr>
<th>POLISH PROJECT</th>
<th>FINNISH PROJECT</th>
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<tbody>
<tr>
<td><strong>MAIN GOAL:</strong></td>
<td><strong>MAIN GOAL:</strong></td>
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| 1. Development of new counselling approach in order to enhance effectiveness of labour market services and to create a better match between education/skills and career plans. | • The aim of Spaces for connections-project is to seek solutions and new models so that transitional periods, when an immigrant is trying to get a study place from higher education institutions, moving from training to work or changing work life position would be as fluent as possible.  
• More concretely the aim of the project is to innovate and create a model for a new type of spaces for counselling, which are multiform and can use various and at least partly already existing channels in a new way. These spaces are first targeted to this special group of immigrants and planned together with them. For these spaces it’s not necessary to build any new rooms, but existing facilities can be used and designed according to customer needs. And, it’s not only concrete facilities, but it’s a new way of various channels (face-to face services, virtual, peer support, mentoring, company cooperation, apps etc. etc.), new methods and competences and new kind of networking which is needed for building these services. |

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<tr>
<th>TRANSNATIONAL COOPERATION OBJECTIVES:</th>
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<tbody>
<tr>
<td>1. The increase of quality and effectiveness</td>
<td>- getting to know each other,</td>
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of employment services, specifically career counseling, provided by public and non-
public institutions, based on solutions elaborated by the finnish partner.

2. The increase of skills and competences of career counselors and client managers,
based on solutions elaborated by the finnish partner.

TRANSNATIONAL COOPERATION RESULTS AND PRODUCTS:

1. functional scheme of method implementation process.
2. workshops, study visits and seminars organized in Poland and Finland.
3. training materials.
4. training programs.
5. career counseling tools.
6. guidebook how to design and provide employment services based on constructivist career counselling.
7. recommendations for implementing the method in Poland.

TRANSNATIONAL COOPERATION RESULTS AND PRODUCTS:

- benchmarking visits, common workshops, common training week, common final seminar
- common virtual platform for common development and communication
- common understanding of concepts and methods
- common level of competence
- descriptions of prototypes/models developed in Finland and Poland for exploiting and disseminating them mutually

POLISH PROJECT

1. institutions: public and private employment agencies, nongovernmental organizations, organizations providing trainings.
2. specialists: experts, counsellors, job-coaches, clients’ managers, employment officers, trainers.
3. clients: unemployed persons of different age and background.

FINNISH PROJECT

- immigrants planning for academic training
- unemployed high educated immigrants
- high educated employed immigrants in need of changes during their work career
- teachers, counsellors, other staff of participating training provider and other organizations

c. Target group.
d. Description of activities carried out in the project (joint and individual for each partner), in progressive stages of the project required in project selection criteria, including: action name, purpose, scope, method of implementation, start and end date, place where activity is to be carried out, partner(s) responsible for its implementation, the expected results and products (the purpose, results and products should provide clarification of those described in subparagraph a above), time schedule for milestones.

### Description of the different transnational activities

<table>
<thead>
<tr>
<th>Total number of planned activities</th>
<th>6</th>
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<tbody>
<tr>
<td>Activity titles</td>
<td>Description of activity</td>
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<tr>
<td></td>
<td>Expected results and products</td>
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<tr>
<td></td>
<td>Method of implementation</td>
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<tr>
<td>1. Development of a solution in cooperation with a transnational partner</td>
<td>Preparation of preliminary version of main product.</td>
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<td></td>
<td>a. polish and Finnish experts/project staff meeting, 2 days (Finland). JOINT ACTIVITY (05.2017).</td>
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<td></td>
<td>b. seminar/workshop for polish institutions and specialists, willing to make a change</td>
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<td></td>
<td>c. study visit to Poland. JOINT ACTIVITY (08.2017).</td>
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<td></td>
<td>d. focus groups with decision makers and specialist (5-7) in order to identify specific needs of their organizations, white spots in the their employment programmes and 1. Functional scheme of method implementation process</td>
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<td></td>
<td>2. Strategy of testing phase, detailed action plan.</td>
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<td></td>
<td>3. Training program</td>
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<td>4. Career counseling tools</td>
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<td>5. guidelines</td>
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<td></td>
<td>- Workshops</td>
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<td></td>
<td>- Study visit</td>
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<tr>
<td></td>
<td>- Expert work</td>
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<td></td>
<td>- web-based tool</td>
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\(^1\) to the extent that foresees the participation of the transnational partner
| 2. Test phase of developed solution, in cooperation with transnational partner | I.2018-XII.2018 | Poland - Finland | F. IMAGO | TAMK | a. study visit, training week. Polish and finnish experts/project staff meeting (Finland), in order to share and learn what was elaborated in each country earlier. JOINT ACTIVITY (02.2018).  
b. counselling and employment programs for clients based on implementation strategy.  
c. supervision sessions for specialists |
|---|---|---|---|---|---|
| | | | | | employment services catalogue  
f. training for polish specialists - development space (5 days): first step to elaborate new assessment and employment services design tools.  
g. expert work: analysis of gathered information, preparation of implementation paths for each institution involved in the project. This includes meetings and conversations with decision makers/specialists, creating implementation strategy, evaluation tools.  
h. Creation of common virtual platform, databank for common products. JOINT ACTIVITY |
| | | | | | regarding supervision system,  
6. Common virtual platform for common development and communication |
| | | | | | 1. Career paths of clients  
2. Counseling tools and programs  
2. Case studies  
- Workshops  
- Study visit  
- Expert work  
- Counseling |
3. Analysis of the effects of test phase, taking into account the opinions of expert(s)  
I.2019-IV.2019  
Poland  
F. IMAGO  
TAMK

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<tr>
<th>Task</th>
<th>Description</th>
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| a. | Workshops for decision makers/specialists/experts, summarizing and evaluating final results and progress of implemented counselling and employment programs. | Poland  
F. IMAGO  
TAMK |
| b. | Expert work providing conclusions from what happened during implementation phase. | Poland  
F. IMAGO  
TAMK |
| c. | Polish and Finnish experts/project staff meeting (Finland), in order to share what was elaborated in each country earlier. | Poland  
F. IMAGO  
TAMK |

Evaluation report  
- Workshops  
- Expert work
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<tr>
<th>V-VI.2019</th>
<th>Poland - Finland</th>
<th>F. IMAGO</th>
<th>TAMK</th>
<th>To finalize the main product</th>
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**4. Development of the final version of the product, ready for implementation, taking into account the results of testing and the analysis, in cooperation with transnational partner**

- Expert work. JOINT ACTIVITY (V-VI.2019).
- Guidebook how to design and provide employment services based on constructivist career counselling.
- Descriptions of models developed in Finland and Poland for exploiting and disseminating them mutually.

**IMAGO**

**TAMK**
| 5. Actions related to practical implementation of the solution. | VII-X.2019 | Poland | F. IMAGO | TAMK | To implement the main product | a. Seminars for institutions willing to implement the product, in cooperation with Finnish partner.  
b. study visit. Polish and finnish experts/project staff meeting (Poland), in order to implement results. JOINT ACTIVITY (10.2019). |
| 6. Development of sustainability recommendations for institutions implementing the main product | XI--XII.2019 | Poland | F. IMAGO | TAMK | To ensure sustainability of the product | Expert work, expert sessions for organizations which decided for long-term implementation of what was elaborated. |

| 1. Seminars agenda.  
2. Common final seminar. |
| Recommendations |
| - Expert work  
- Study visit  
- Seminar |
e. Process of mutual learning will include:

- benchmarking visits,
- common workshops,
- common training week,
- common final seminar,
- common virtual platform for common development and communication,
- descriptions of prototypes/models developed in Finland and Poland for exploiting and disseminating them mutually.

Mutual learning and exchange of experiences between transnational Partners will be ensured through common implementation of tasks and problems solving. Activities that are planned in order to reach this purpose involve day to day contacts, organization of meetings, exchange of information between Partners in the fields of:

- conditions in which both organizations function and carry out activities
- accepted strategies and approaches to problem solving

Benefits of transnational activities due to the implementation of the project will include for both parties:

- better final products, enriched by the perspective of foreign experiences,
- common understanding of concepts and methods,
- common level of competence,
- good-practices national and foreign,
- transfer of tools and ideas, new perspective on the same problems.

f. Incorporation of horizontal aspects.

Team members will be informed about possibilities and ways to apply the principles of equality and non-discrimination in relation to the issue of the project and the duties performed. The activities will consider the principles of equality and non-discrimination, and will be adapted to the needs of participants in the project due to: individualized approach regarding the prevention of gender stereotypes, the involvement of experienced staff, taking into account the principles of universal design.

6. Management of transnational cooperation:

a. Contribution and responsibilities of each partner:

1. Partners are responsible for activities related to their projects and products, taking place in their countries.
2. Management of the transnational cooperation is in response of each partner mutually.
3. Common tool (virtual platform) will be created for cooperation, management issues, peer learning and peer evaluation.
4. Partners will also compose a common project group.
b. Communication and decision making:

Each Partner shall appoint one person responsible for project implementation and day to day contacts. The members of the project staff will be in constant touch. The channels of ongoing communication between Partners are: telephone, skype, e-mail and traditional mail. During transnational mobility periods, the project team (Polish mentor / foreign mentor/ project coordinators) holds meetings using skype at least once a week.

Representatives of the Parties of transnational Agreement will be included in a project Steering Group (one person representing every project partner and one representing project coordinator). The tasks of the Steering Group include: making key decisions (with large majority of voices) concerning the finance, changes in the project, and crisis management, etc. Due to the participation of foreign partners, the Steering Group will also make decisions by correspondence (email, classical) and meet remotely (video-conferencing) on a quarterly basis in order to assess milestones, risks, and progress indicators.

The key issue will be organisation of a kick-off meeting of Steering Group and managing team during the first phase of the project in order to standardize communication and strategy of action.

c. The description of risks foreseen in the project and how to manage it:

List of risks:

1. Cost forecasts are inaccurate
2. Executives fail to support project
3. Activities are missing from scope
4. Change management overload
5. Partners have inaccurate expectations
6. Project team misunderstand requirements
7. Under communication
8. Users have inaccurate expectations

Risk handling procedures:
1. Early communication about risks.
2. Clarification of ownership issues.
3. Prioritization of risks.
4. Registration of risks.
5. Associating risks with tasks.
6. Planning and implementing of counteractions.

1. Procedures of audit, monitoring, reporting and evaluation shall be undertaken by the project coordinators, each 3 months.
2. The project coordinators will use tools suitable for them in order to do so, share information and
e. The procedure for making changes to the content / terminating a contract for transnational cooperation.

1. The Parties may propose amendments to the Agreement.
2. Changes in the Agreement and the Annex may take place only after prior approval by the Parties.
3. The Agreement may be terminated before the expiry of its validity:
   a) basing on the agreement between the Parties, in the event of circumstances preventing further performance of obligations under the contract;
   b) in the event of termination of the grant agreement by the Managing Institution;
4. The project Leader may, on a reasoned request of the Steering Group, terminate the Agreement in case of committing gross break of obligations by the Partner.
5. The Partner may terminate the Agreement in case of committing gross break of obligations by the project Leader.

7. Financial aspects:
Transnational cooperation within the project is financed only on the basis of reciprocity rule. It means that the transnational partner covers its own activities only from their own financial resources, i.e. no funding from the Operational Program Knowledge, Education, Development can be used to cover any costs of his participation in the project.

2. This agreement will be valid after both partners have got a positive decision from their national financing institutions. If the institutions do not grant ESF-financing for both contracting parties, this agreement will expire.

8. The rights and obligations of each party:
The control at the headquarters of transnational partner is possible. The right to control is vested to competent authorities (eg. MA, IB, EC), as well as the beneficiary (leader) itself.

9. Legal liability of each party, including procedure in the event of disputes, breach or non-compliance with the transnational cooperation agreement.

1. In case of any dispute between the Parties arising out of or in connection with this agreement the Parties shall endeavour to resolve such dispute amicably in private, with involvement of persons authorized to represent Partners.
2. In case of inability to settle the dispute in the manner specified in point 1, the Parties agree that the dispute will be submitted to the competent court of general jurisdiction.

10. Working language of the TCA: English.

11. Signatures partners:
Name and position of the person (-s) authorized to take binding decisions in relation to the partner, legible signatures or stamps with initials.

Tampere, 29.09.16
Marja Sutela
Vice Principal

Wroclaw, 10.10.16
Piotr Kuzniak
President of the board