

Secretary
Spain PROGRESA ES-ES20040253

DPs involved:

Germany FORUM.OST - Internationalisierungskompetenz für Ostwestfalen-Lippe DE-XB4-76051-20-NW/202
Italy TRANSITO IT-IT-G2-VEN-045
Poland WAMP Wsparcie adaptacyjności małych przedsiębiorstw PL-79
Slovakia Prešovská regionálna komora SOPK SK-81

A. Rationale and Objectives

1. Common interests/methodology/underlying problem

The transnational network in this Transnational Cooperation Agreement (TCA) is build by Development Partnerships from 5 different countries, including “new” and “old” Member States of the European Union. Their objective is to identify problems of the SMEs from the regions involved by approaching and accessing of new markets of the enlarged European Union and in the second step to develop, test and to optimise new tailor-made services for the SMEs helping them to increase their internationalisation competencies requested for this kind of activities. The core objective of the transnational co-operation will be to overcome mistrust and fear inside SMEs towards foreign countries by providing a single SMEs with all the means of knowledge and training and with support of a wide network of useful contacts from partner regions involved.

There is a mutual interest from DPs from new and old Member States in the extension of internationalisation competencies of the SMEs in order to increase their export activities towards new markets in general and towards the markets of the partner's countries. At the same time there are a number of similarities regarding the SME's structures in the regions involved and particularly in regards to the number of very small sized enterprises there. This will be the basis for exchange of experiences and joint development of tools helping the SMEs to be successful at the European and international markets.

In the preparation of the TCA a number of common objectives and tools to support local SMEs in their internationalisation have been already identified: exchange of information and good practices, business events and study visits for organisations involved and SMEs from the partner regions and development of new tools and methods in order to provide local SMEs training and information.

2. Lessons learned from previous relevant actions

The DPs together have a broad spectrum of lessons learned. They cover a whole range of aspects, partly overlapping and strengthening and partly different and enriching.

The Italian DP Transito has gained a considerable experience on different projects and actions in the fields of internationalisation of SMEs and training. The Regional Confesercenti has already worked alongside Unioncamere on the B.O.S.S project, which was financed by the European Commission as part of the Border Regions programme.

Spanish DP Progresá members having been successfully participated in many European Initiatives ADAPT and EMPLOYMENT and ESF co-funded programs as Equal projects. The majority of DP members have been actively worked on the first round of Equal: AD ES-292; AD ES-392; AD ES-218; AD ES-406; AD ES-664.

German DP FORUM.OST partner carried out several projects within the framework of European Initiatives ADAPT, Employment and the Leonardo da Vinci Programme. The majority of the current DP partners were involved in the first round of EQUAL programme DE-EA-30862 and

gained a considerable experience regarding the transnational co-operation in a number of further European projects.

Each member of the Polish DP WAMP has gained a wide experience on different projects especially dedicated to SMEs. The projects were mainly concentrated on organizations of seminars, trainings, business meetings, business missions, advisory sessions and many others activities thanks to which companies could gain more information on how to operate on the Polish and European market.

Slovak DP ATME (SOPK), the Prešov Regional Chamber of the Slovak Chamber of Commerce and Industry (PRC SCCI) has experience with multinational co-operation in education from projects implemented within the Leonardo Programme.

The common lessons learned from previous transnational partnerships in which current transnational partners have been involved show the need for:

- Management: A co-operation model with bodies responsible for the co-ordination and supervision of the transnational workplan and organisation of meetings within the transnational partnership; clear defined and effective rules for decision-making within the transnational framework; a common and unique working language for transnational work; an effective system for exchange of information and best practices between partners.
- Implementation: Realistic objectives; an adequate budget, concrete time schedule; tangible common products.
- Monitoring and Evaluation: A clear defined and easy to implement M & E system, when possible with support of an external expert; early warning system helping to identify problems by achieving agreed objectives and fulfilling the schedule of the transnational co-operation
- Consideration of real needs and interests of SME by the design and implementation of transnational activities.

3. The common objectives of the DPs

Because of the planned intensive cooperation between the involved Development Partnerships there will be a number of fields for exchange of experiences and best practices. This will make each DP able to optimise its own national activities by including and considering the experiences of the transnational partners. Therefore the transnational work will be not an additional task for the DPs but it will be an integral part of their own activities at the national level:

Common objectives of DPs are:

- Extension of internationalisation competencies of SMEs and their employees through exchange of information and good practices and promoting business to business contacts with the objective to explore new economic opportunities for SMEs
- Improvement of services for SME: Development of common approaches, methodologies, and tools supporting SMEs and improvement of services SMEs regarding consultancy and access to finance and other services.
- Improvement of Training System (vocational training and educational training) - support and optimising of the process of vocational training for employees of SMEs through exchange of methodologies, knowledge and best practices regarding the analysis of the needs and the development of tailor-made trainings and also via exchanges and training placement in the partner countries; inclusion of international competencies in the curricula of vocational education.

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

- Website & Communication platform.
- Quality standards for the consultancy services concerning internationalisation - a check list for SMEs.

- Manual on methods of analysis of SMEs needs regarding consultancy, vocational training and other services.
- New modules for adapting the existing curriculum in vocational training concerning internationalization.
- Final report of best practices presented in workshops
- Glossary of terms used in transnational co-operation.

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

PROGRESA

The national working programme aims to improve the competitiveness of SMEs through the individual diagnosis and tailor made action plans. One of the key components of those diagnosis and action plans is the internationalization.

The transnational program will be a great help to:

- exchange methodologies and know-how between the members of the different DPs within the framework of the internationalisation support services.
- develop common approaches, methodologies, and tools supporting the internationalisation of the SMEs.
- establish a network of companies interested in transnational co-operation.

FORUM OST

. direct contacts to the SMEs, experts and persons in charge of internationalisation in the partner regions.

- improvement of curricula in terms of internationalisation aspects and extension of knowledge and abilities of students in this field of internationalisation.

TRANSITO

The added value of the final beneficiaries of the Italian DP, the SMEs, is that they can know in depth and have access to the new member states' markets of Poland and Slovak. Furthermore, SMEs from Veneto Region can make use of checklists, which testify the quality of services provided by experts and consultants. Moreover, the whole SMEs' system will benefit of the exchange of good practices and the improvement of knowledge of foreign countries' cultures and economy.

The intermediate beneficiaries of the Italian DP are the consultants and experts, which will benefit of the activity of benchmarking and the analysis of SMEs needs in different countries, supported by a SWOT analysis.

The Italian partners themselves will benefit of the whole exchange of experiences, in particular regarding vocational and professional training methods, internationalisation methodologies, analysis and surveys.

ATME (SOPK)

Cooperation in the multinational partnership will help individual DP partners, experts involved in the project and the target group of SMEs:

- Transfer know-how for the preparation of methodology and identification of needs in education and consulting, as well as preparation of training modules;
- Develop cooperation with project partners and experts and with SMEs on the basis of personal contacts;
- Help SMEs identify their strengths and weaknesses concerning their needs in education at the practical level, as it will create space for practical stays in foreign companies; establish contacts with foreign partners through cooperation bourses (at home and abroad) – which will contribute to the SMEs' overall outlook and will also bring financial effect;
- Experience and contacts from international partnership are a potential for further co-operation within the future grant schemes for all involved partners.

WAMP

One of the national working programme is to improve quality of services for small and medium sized companies and their employee in order to increase their competitiveness on the EU market. The transnational cooperation will help to:

- create methodology how to search for the needs of SMEs and their employee and prepare tailored made actions for them.
- increase competitiveness of the small companies on the EU market by showing them how companies from partners regions operate.
- improve quality of advisory services for companies by training and preparation of network experts as well as testing innovative solutions.
- exchange knowledge and experience in internationalisation of curricula in order to adjust qualification of employees to the employers needs.

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

There are not associated partners.

B. Work Programme & Working Methodology

1. Transnational activities foreseen

a. Overall transnational strategy

The overall transnational strategy of the project will be to support local SMEs in their internationalisation through business to business contacts and through exchange of information and best practices (business events, study visits, work placements) in order to approach and access new markets successful and in result to increase their export activities.

In parallel, to transfer know-how and experiences regarding improvement of SME services focused on the development of common approaches and methodologies for consultancy and vocational training are foreseen. Vocational education actions are planned in order to promote exchange of professional experiences in the partner countries. The overall strategy will be supported by a common transnational website and communication platform.

b. Typology of activities

Transnational activities intended Rating

Exchange of information and experiences ****

Parallel development of innovative approaches *

Import, export or adoption of new approaches ***

Joint development ***

Exchange of trainees/trainers/staff ****

c. Description of the activities/tasks

1. Management

Project management is based on a participative decision making system formed by:

- Steering Committee (SC) -Steering Committee will be the executive and decision making body of the project, in which the transnational co-ordinator of each DP is represented and which administration will be made by the TCA partner chairing the Transnational Secretariat.
- Responsible persons for thematic activities – in charge of supervision of the 6 thematic activities and of report about their stand and progress to the Steering Committee via Transnational Secretariat. They will be following thematic activities:
 1. Organisation of business events for SME from partner regions.
 2. Support of internationalisation of SME through exchange of good practices and information.
 3. Transnational Website & Communication Platform.

4. Exchange of methodology and testing of standards for consultancy services concerning internationalisation.
 5. Exchange of good practices on vocational training as well as consultancy and other services. 6) Internationalisation of curriculum and practical work experience through work placements in SME.
- Transnational Secretariat - in charge of administrative support of the Steering Committee and responsible persons for thematic activities.
 - ETCIM Secretary – in charge of the introduction of the draft TCA into the ETCIM at the European Commission website.

2. Organisation of Business Events for SMEs from partner regions.

Business Events will be organised by each project partner and will be accompanied by an intensive preparation phase in order to ensure the most effective output for companies. First contacts between companies interested in co-operation will be started already before the meeting and the search for eventual partner(s) will be supported by the team of the transnational partner from the country organising the business events. The Business Events could consist of following modules:

- Lectures and discussions on themes important for companies willing to access to the market of the country in which the business event is taking place and linked to the legal, economical, cultural etc. aspects.
- Personal meetings between SMEs and experts from partner regions.
- Visits in SMEs. Agreement among the partners: each partner will provide between 3 and 5 SME from its region for the participation in the business events.

Direct beneficiaries: SMEs (employers and employees).

3. Support of internationalisation of SME's through exchange of good practices and information.

Study visits (individual or in group) of technical staff, consultants, experts for internationalisation and representatives of SMEs will be organised during the whole project implementation and their form and subject(s) will be decided taking into consideration the real needs and interests of the target groups and project partners. Additionally the participation in the fairs organised in a region of one of the project partner can be organised and accompanied by the project partner team from this country. In this framework SME can be supported by country assistants (students with special knowledge of language and country). The possibility of building a group of companies from different countries willing to approach the same market will be also considered.

Direct beneficiaries: SMEs (employers and employees), technical staff and project partners from the DP involved, experts, consultants for internationalisation of SMEs from partner regions.

4. Transnational website and Communication platform.

They will support the implementation of the project and will include - Specific profiles of SMEs from the regions represented in the partner projects and looking for partners in other countries. The matrix for the profiles will be prepared on the basis of the information needed and requested by companies. - List of experts and consultants for internationalisation of SMEs from the regions of the transnational partners.

- List of contact persons in charge of internationalisation in the partner regions e.g. by the partner organisations, relevant public bodies and other organisations.
- Special area for exchange of internal information between members of each DP (documents, programmes, events etc.)

Direct beneficiaries: SMEs, consultant, experts, person in charge for internationalisation and DPs co-ordinators and technical staff.

5. Exchange of methodology and testing of quality standards for consultancy services concerning internationalization.

Transfer and testing of quality standards developed by the FORUM OST. By the transfer process good practices from the partner countries will be considered (so e.g. PIPE project implemented in Spain for last 10 years and successfully transferred to Latin America.).

Direct beneficiaries: SMEs, consultant, experts and person in charge for internationalisation.

6. Exchange of good practices, on vocational training as well as consultancy and other services

Exchange of good practices regarding the methods of analysis of needs of the SMEs and their employees concerning consultancy and training services Exchange of good practices regarding the development of tailor made and alternative methods of vocational training: tele-learning, long-distance learning, low budget training forms, business angels etc.)

- Workshops with participation of experts, consultants and providers of vocational training from the partner countries with objective to exchange experiences and good practices Possible themes: o Alternative training methods such as Business Angels o Modell - Person in charge of vocational training in SME (Weiterbildungsbeauftragte) o Analysis and Development Plan o Tele learning and long distance learning o Tailor made vocational trainings

- Study visits of experts and technical staff in the partner regions

- Development of the manual on methods of analysis of SMEs needs regarding consultancy and training services. Agreement among the partners: each partner will provide a number of participants from their DP for workshop. Direct beneficiaries: consultant, experts organisations providing consultancy and training services to the SMEs Indirect beneficiaries: SMEs (employers and employees)

7. Internationalisation of curriculum and practical work experience through work placements in SMEs

Development of innovative learning situations for the vocational education including also intercultural aspects with the objective to support to develop and to strengthen internationalisation competencies among students.

Organisation of work placements in SME's from partner countries with the objective to acquire practical work experience.

Direct beneficiaries: teachers, multipliers and students of vocational schools. Indirect beneficiaries: SMEs (employees and employers).

8. Evaluation

One DP will be responsible for the design and evaluation and will oversee it with the help of an external expert. On going evaluation by each DP and Steering Committee with eventual support of an external expert.

2. Methodology for sharing information, results and working tools

Good communications are critical to a successful partnership. E- Mails will be the basis of our partnerships' communication, as is the best way for express commitments, making arrangements and passing documents.

To guarantee a good project management, a transnational website and communication platform will be created which will be accessible of each DP member by using a private login and password. The communication platform will include a system to store internal documents, to work on them, have meetings between DP members in a chat, exchange photographs and other documents.

The contacts among the DPs will be done by distance communication means (e-mail, telephone and fax) and meetings will be organised as scheduled; the dates of the meetings have to be defined in a way that every DP will be able to participate. Before meetings in order to ensure flow of information the agenda of the meeting and practical information will be circulated one week in advance. Minutes of the meeting will be circulated at latest two weeks after the meeting among all the partners

3. Time schedule for milestones, outcomes and events

1. Management

- Meetings of the Steering Committee:

October 2005
January 2006
September 2006
March 2007
September 2007

- Transnational Secretariat :

July – December 2005
January – June 2006
July – December 2006
January – June 2007
June – December 2007

2. Organisation of Business events for SME from partner regions

- 5 Business events hosted by each project partner

January 2006
June 2006
September 2006
March 2007
September 2007

3. Support by the internationalisation of SMEs through exchange of good practices and information.

- Study visits (individual or group) of experts, consultant, person in charge for internationalisation, SMEs and technical staff in the partner regions.

March 2006- October 2007
August/September 2005

4. Transnational website and Communication Platform

- Development of transnational website & Communication Platform
- Development of the first draft of platform concept: October 2005 and its presentation in the Steering Committee Meeting – final approval in follow up
- Creation: End of January 2006
- Inclusion of data: End of March 2006.
- Follow Up and updates: March 2006-December 2007
- Decision on the future use after closing of EQUAL - September 2007

5. Exchange of methodology and test quality standards for consultancy services concerning internationalization.

- Development of quality standards for consultancy services - a check list for SME: December 2005.
- Workshop for experts and consultants from partner countries with the objective to exchange information and good practices: September 2006.
- Mainstreaming and testing of the developed quality standards in the partner regions: October 2006-June 2007.

6. Exchange of good practices on vocational training as well as consultancy and other services. Workshops with participation of experts, consultants providers of vocational training from the partner countries and project partners in the partner regions with objective to exchange experiences and best practices.

Possible themes:

- Alternative training methods such as Business Angels.
- Model – Person in charge of vocational training in SME. (Weiterbildungsbeauftragte)
- Analysis and Development Plan.

- Tele learning and long distance learning.
- Tailor made vocational training.

October 2005

January 2006

September 2006

March 2007

September 2007

Manual on methods of analysis of SMEs needs regarding consultancy, vocational training and other services: October / November 2007

Final report of best practices presented in the Workshops: December 2007

7. Internationalisation of curriculum and practical work experience through work placements in SMEs.

- Study visits for teachers in the partner regions (first contacts, collection of materials: October – December 2005 and February – March 2006.
- Development of learning situations: February – December 2006.
- Finalising of curricula and transfer to the project partners: February – December 2006 (Deadline: December 2006)
- Transnational innovation fora presenting results of the project and experience collected by the project partners: May 2007.
- Individual stays of SME in the SME in the partner regions: February 2006 – December 2007.
- Work placements for students in SME from partner regions: February 2006 – December 2007.

8. Evaluation

Final Evaluation Report: November 2007

C. Financial Provisions

1. Breakdown of budget for each activity (€)

DP	1	2	3	4	5	6	7	8	TOTAL
FORUM									
OST	16500	32000	5000	10000	10000	28500	67000	7000	176.000
PROGRESA	7500	40000	3000	2792,82	2000	20000	0	0	75.293
TRANSITO	5600	57400	2600	8100	5800	16200	0	4200	99.900
WAMP	5000	19000	3000	12000	5000	4000	2000	0	50.000
ATME	4000	11000	6000	3000	1500	15000	1300	200	42.000
	38600	159400	19600	35892,82	24300	83700	70300	11400	443192,82

2. Arrangements for cost sharing and avoiding double funding

Financial management of DPs will be rule under reciprocal arrangements; packages of work are handled and paid out by individual DPs. These may be worked on by any mix of the transnational partners, or by contractors.

There will be reciprocity when visiting other member states based on the following rules. The hosting partner will pay for meeting rooms, meeting support when meetings are taking place and lunches and eventually evening meals. The visiting partner will pay for their own flights, transport, hotel, incidental expenditure and some subsistence outside of the formal meeting period.

TCA Secretariat will be concerned to identifying double counting in order to avoid it. Common expenditures cannot be paid by common invoice; each DP will pay its own expenditures for its transnational work.

Cost of technical preparation and maintaining transnational website & Communication Platform will be borne by the Polish DP WAMP and the costs of the production of joint product – Manual - will be shared by WAMP and the Slovakian DP ATME (SOPK) .

D. Organisational and Decision Making Arrangements

1. Contribution and responsibility of each DP

1. Management

Steering Committee will be made of project co-ordinators of each DP involved.

The Steering Committee will be chaired by the project co-ordinator of the DPs being in charge of the Transnational Secretariat.

The direction and chairmanship of TCA Secretariat will rotate between the DPs:

01.07.2005 – 31.12.2005 PROGRESA

01.01.2006 – 30.06.2006 WAMP

01.07.2006 – 31.12.2006 TRANSITO

01.01.2007 – 30.06.2007 ATME (SOPK)

01.07.2007 – 31.12.2007 FORUM.OST

ETCIM Secretary : PROGRESA

2. Organisation of Business events for SME from partner regions.

Responsible: WAMP.

Each DP will be responsible for the organisation of the business event in its region with participation of companies from partner regions.

3. Support by the internationalisation of SMEs through exchange of good practices and information.

Responsible: ATME (SOPK)

Participants: ATME will visit FORUM.OST there could be other study visits.

4. Transnational website & Communication Platform.

Responsible: TRANSITO with technical support of WAMP.

Participants:

FORUM.OST

ATME (SOPK)

WAMP

PROGRESA.

5 . Exchange of methodology and test quality standards for consultancy services concerning internationalization

Responsible: FORUM.OST

Testing partners:

ATME (SOPK)

PROGRESA

TRANSITO

WAMP

6. Exchange of good practices on vocational training as well as consultancy and other services.

Responsible: PROGRESA

Organisation of one Workshop and contribution to the others:

FORUM.OST

TRANSITO

ATME (SOPK)

WAMP

PROGRESA

Manual on methods of analysis of SMEs needs regarding consultancy, vocational training and other services. Responsible: WAMP and ATME (SOPK).
Final report of best practices presented in the Workshops. Responsible: PROGRESA

7. Internationalisation of curriculum and practical work experience through work placements in SMEs Responsible: FORUM OST

- Study visits: FORUM OST
- Development of learning situations: FORUM OST
- Finalising of curricula and transfer to the project partners: FORUM OST
- Transnational innovation fora: FORUM OST (other DPs will attend.
- Individual stays of SME in the SME in the partner regions: ATME (SOPK)
- Work placements for students in SME from partner regions: FORUM OST in co-operation with other DPs.

8. Evaluation

Responsible: TRANSITO with the contribution of all DPs.

2. Role and tasks of TCA secretariat and external expertise

The Transnational Secretariat is going to rotate between the 5 DPs involved for the same period of time. The direction and chairmanship of TCA Secretariat will rotate between the DPs. Transnational Secretariat does not have any primary decision-making authorisation in regards to the operational management of transnational co-operation. Nevertheless Transnational Secretariat shall be authorised to make decisions when necessary between the meetings of the Steering Committee in consultation with the Steering Committee.

The Transnational Secretariat will be in charge of supervision of the transnational work programme in co-operation with responsible persons for thematic activities acting as assistance and will report to the Steering Committee about the progress. The expenses of the Transnational Secretariat will be borne by the partner which will be chairing the Secretariat.

The roles of the TCA Secretariat will include the following tasks:

1. Scheduling, preparation, organisation and follow-up of Steering Committee meetings including sending agendas, preparation of the minutes and their distribution and administrative support by the organisation of other transnational activities
2. Securing of information flow among partners within the project transnational website & communication platform
3. Co-ordination of reports of the activities finished and circulation of their results to partners.
4. Co-ordination of a documentation system for the transnational partnership and supervision of its implementation (in co-operation with responsible persons of thematic activities).
5. Co-ordination of proof requirements system (in co-operation with responsible persons of thematic activities)
6. Preparation of period reports every six months on the basis of the contributions of responsible persons of the thematic fields and on the basis of the scheme agreed.

3. Arrangements for decision-making

Each project partner has the same status in the transnational partnership. The co-operation is based on the principle of equality.

Present transnational co-operation includes 2 levels and is based on a participative decision making system formed by:

- Steering Committee (SC)

Steering Committee will be the executive and decision making body of the transnational co-operation in which transnational co-ordinator of each Development Partnership will be represented. The Steering Committee will be chaired by the DPs being in charge of the Transnational Secretariat. The Steering Committee will hold its meetings twice a year which will be organised by the Transnational Secretariat.

Decisions adopted by SC will be taken by majority voting where each partner will have one vote. Decisions regarding project work plan, activities, working tools, outcomes and updates requiring a change of the TCA will be taken unanimously. In case of serious differences between the contract partners and failing to reach a unanimous solutions for the decisions relevant for the project implementation and thus possibly jeopardising transnational co-operation, each partner shall be entitled to appoint one of the jointly nominated arbitrators.

The following tasks will be implemented by Steering Committee:

1. Overall management, supervising and controlling of the transnational work programme.
2. Integration and co-ordination of the effort of all projects partners and supervision of the correct management of the resources with respect to the defined project objectives
3. Planning of transnational activities in consultation with responsible persons of thematic activities.
4. Monitoring progress towards the achievement of the objectives in the TCA and reporting to individual partners..
5. Approval of period reports
6. Supervision of the implementation of the Monitoring & Evaluation Plan (Transnational Secretariat can be requested to ask for additional information by participating partners etc.)
7. Proposal of any revision measures for the re-orientation of what previously established as a consequence of the changes in the context and/or of unexpected events which could happen.
8. Validation of deliverables of all transnational activities and decision on launching of further steps.

The Steering Committee will follow the Consortium model.

. Responsible persons for thematic activities.

They will be 6 responsible persons for the supervision of work programme of individual thematic activities. Their tasks will include:

- 1) Co-ordination of dates of the activities at the transnational level in the respective thematic field and their communication to the Steering Committee via Transnational Secretariat
- 2) Reporting to the Transnational Secretariat about the stand and progress of thematic activities (every six month) in co-operation with involved partners

Responsible person 1: Organisation of Business Events for SME from partner regions: WAMP.

Responsible person 2: Support for internationalisation of SME through exchange of good practices and information: ATME.

Responsible person 3: Transnational website & Communication Platform: TRANSITO with technical support of WAMP.

Responsible person 4: Exchange of methodology and testing of quality standards for consultancy services concerning internationalisation: FORUM.OST

Responsible person 5: Exchange of good practices on vocational training as well as consultancy and other services: PROGRESA.

Responsible person 6: Internationalisation of curriculum and practical work experience through work placements in SME: FORUM.OST

4. Working language(s)

EN

E. Monitoring and Evaluation Procedures

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

Evaluation of transnational co-operation will assess:

Quality-the efficiency and effectiveness with which activities are planned, managed and executed;

Value-added –the contributions and products have been made by the work towards the objectives and beneficiaries, for which they are intended,

Impact-the contribution the work has made to the policy and practice of its developers and others at European, national and local levels.

An important aspect by the evaluation process will be the evaluation of the programme from the point of view of the target group "SMEs and their employees".

TRANSITO DP will be responsible for the design and evaluation and will oversee it with the help of an external expert. The work will be spread out among the partners and the collated it and written by TRANSITO.

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

Work programme, working methodology and organisational arrangements will be updated through permanent communication channels established among the DPs. The Technical meetings of the Steering Committee represent the occasion to update officially the work programme, the methodology and the organisational arrangements.

F. Other

1. Hyperlink(s) to other information/material

N.C.

2. Links to other linguistic versions of the TCA

N.C.

3. Dates of (this version of) the TCA

1. Created 19-04-2005

2. Sent to "validation by other DPs" by the DP in charge of the TCA secretariat 20-04-2005

DE-XB4-76051-20-NW/202 Validated 20-04-2005

ES-ES20040253 Validated 20-04-2005

IT-IT-G2-VEN-045 Validated 20-04-2005

PL-79 Validated 20-04-2005

SK-81 Validated 20-04-2005

3. Validated by all DPs 20-04-2005

Poland - - -

Germany - - -

Slovakia - - -

Italy - - -

Spain Approve 21-04-2005

4. Approved by all managing authorities

5. TCA ended

4. Comments formulated by managing authorities

N.C