



Coordination/Cooperation/Cultural context
tandem learning program
of transnational cooperation for **SMEs**



Good practices in transnational projects

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Research based – 25 Interviews

Key success factors:

1. Identification of potential partners
2. Partners competences and experience
3. Time planning: phases, schedule, people
4. Defining outcomes and products
5. Agreement on project goals
6. Clear and concise explanation of project idea



Good practices

- Variety:
 - Coordination – human resources, shadow management, project scheduling and time planning tools,
 - Communication - finding and selecting the partners
 - Cultural consideration – intercultural competences
- Partners' selection
- Pre -project's meeting
- Shadow management



Partners selection (1)

WHY

- Higher probability of proposal success
- More effective project team
- Higher probability of project success,
- Development of network of reliable partners for further projects



Partners selection (2)

HOW

- Usage of social/business/project networks.
- Browsing for projects that deal with a similar topic in the internet.
- Asking the appropriate national agency or the Commission when involving a totally unknown partner
- Try to gather more information of the partner and especially the people the partner likes to involve.



Partners selection (3)

- If approach by e-mail doesn't work or isn't answered – usage of the phone. Preparing some basic sentences in the foreign language.
- Prepare
 - list of topics to discuss
 - summary of the project and its proposed goals and products
 - definition or explanation of the partner's role
 - Explanation what is being funded (travel, staff costs, etc.) and if their is any own contribution, even you cannot tell the amount of commitment and funding the partner is going to get



Pre-project's meeting (1)

WHY

- Increase quality of the proposal's success
- Increase quality of the project's success (partners: qualified and suited for the project)
- Shorter time at the beginning of a project to come to a common understanding about the project. (project goals and products, precise partner role, division of work).
- Avoiding the situation when partners the co-ordinator underestimated the amount of working . time for partners' project tasks, because s/he was no expert in the field.



Pre-project's meeting (2)

HOW

- Taking the time
 - when developing an idea
 - when writing an application
- Organizing face-to-face pre-project meetings or workshops to develop the project idea and plan partner roles and products.
- Organizing on-line meetings or chats if face-to-face meeting is not possible
- Defining clear structures, topics and goals for these meetings. If possible, involve a mediator who co-ordinates these meetings while the other partners concentrate on the topics and content.



Shadow Coordination (1)

HOW (ROLE)

- The shadow coordinator plays two basic roles in an international project.
- Monitors the performance of the coordinator in relation to the implementation of the work plan,
- Facilitates the project in terms of short term need for coordination.

These roles are by no means distinct from each other. They complement each other if viewed from the perspective of quality assurance.



Shadow Coordination (2)

WHY

- Leading role in many aspects of the project - responsibility for the efficient and timely organization of the project and its activities.

WHEN

- In projects that are either tight in their schedule i.e. short term projects or explorative type projects, or project that involve many partners



Shadow Coordination (3)

WHEN

Problems relating to the principle coordinator

- Withdrawal of the principle coordinator (this can occur due to health reasons, professional development, employment reasons, etc)
- Necessity for temporary absence of the principle coordinator
- Slippage of interest on the project by the principle coordinator



Shadow Coordination (4)

Enhancing the coordination capacity of the project

- As a consequence of project reviews
- As a decision of the PMC
- As a means to increase visibility of the project and its results
- Ensuring quality of project processes and products



Shadow Coordination (5)

- Clarification of project objectives and work tasks
- Reinforcement of a collaborative spirit within the various groups
- Solving of conflicts before these affect the project
- Reflecting on the performance of the coordinator and advising accordingly



Shadow Coordination (6)

WHO

- must have an overview of the entire project and how its components come together to suggest an integrated activity.
- has a common understanding of the project goals and a similar vision into the impact / effects of the project on its thematic area as that of the coordinator.
- The relationship of the shadow coordinator has emerged in previous collaboration with the principle collaborator – and preferably with other members of the partnership



Shadow Coordination (7)

- Has experience in project coordination
- There is mutual respect between the principle and the shadow coordinator
- The relation between the principle and shadow coordinator must be free of competitive tendencies
- The partnership members accept the shadow coordinator as a person that has a interest in the effective implementation of the project, is highly devoted to the implementation, is effective in dealing with interpersonal relations.



Shadow Coordination (8)

- A shadow coordinator is a partner preferably responsible for the quality assurance / evaluation component of the project. This is preferable because the partner responsible for evaluation is the partner that knows the project “well” in terms of the interrelations between the project components / dimensions. Under such a scope the shadow coordinator is well equipped with information on the processes of project development to “step in” at any point in time in the lifecycle of the project.



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Thank you for your attention