

PRINCIPLES OF TRANSNATIONAL COOPERATION

Based on an example of cooperation among advisors of the following projects:

Fair Posting – European Trade Unions Network for fair working conditions for posted workers and Fair Mobility – promoting the free movement of workers in a social and fair manner

THE SUPREME MAXIM

Relation to the advice-seeker — While working on the case, it is very important that you keep the adivise-seeker informed and included in each phase of the process. Keep in mind that the advisory work was originally based on cooperation between the advisor and the advice -seeker. When you start to cooperate with another advisor, a cooperation triangle emerges. In this constellation, every angle is equally important and essential for the process. It is also recommended that the advice -seeker obtains assignments, based on his resources and possibilities, on the basis of which he will contribute to the process. Furthermore, the advice-seeker should give the advisor a power of attorney so that he may exchange documents.

ORGANISATIONAL-STRUCTURAL DIMENSION

- **1. Divide the work** Clarify the assignments and deadlines among the advisors.
- **2. Clarify roles** As an advisor proposing to cooperate with another colleague, it is essential that you define the roles and tasks within this cooperation. Specific roles need to be allocated. You should clarify who among you will take over concrete assignments. Such assignments are taking a leading role in the case, and assuming informative responsibility towards the adivise-seeker. As a cooperative team, you should

estimate and discuss the possibility of engaging further colleagues in the case work, based on their competences, networks or perhaps the complexity of the case.

- **3. Simultaneous action** During the period of cooperation, action turns into co-action. Cooperation introduces simultaneous action in both of the countries/regions. Interlaced timing can be crucial for the effectiveness of any action. At the same time, liability and preclusion periods must be determined and kept in mind.
- **5. Networks in action** Cooperation among advisors is not a linear process. It actually includes both: advisors primary resources contained in personal competences and skills, as well as secondary resources, which address socio-institutional networks and which advisors build up during their work experience. Cooperation emerges not only between advisors as individuals, but also between their networks. Activate your networks and bring them into a state of transnational co-action!

COMMUNICATION

- **1. Periodical communication** Agree on intervals and ways of communicating in order to maintain the mutual exchange of information. Keep in mind deadlines and other important dates, which could play a significant role in the case process.
- **2. Common cooperation with media representatives** International and transnational cases are often of great interest to journalists and other media representatives. If you do step into the public sphere, it is crucial that you coordinate this action with the colleague you are working with. Otherwise, going public with certain information may harm any ongoing actions that your colleague might conduct.





POLITICAL DIMENSION

Recognising the potential of a case for advocating change –

By working on the case, advisors should take into consideration the representability that a case might have. What relevance does the case have for current political discourse? What relevance does the case have with regard to strengthening ties with authorities? Moreover, advisors should estimate the potential for broader change, for the long-term and general improvement of working conditions. Before taking any action, you are obliged to inform the advice-seeker with regard to all the foreseeable consequences and, of course, no action should be taken without the advice-seeker's consent. There should be no hidden agenda and all of your interests should be transparent to the advice-seeker. All of the aspects should be strategically discussed in your team before any media representatives are contacted.

ETHICAL DIMENSION

Respectful attitude toward capacities and limitations — Advisory work is a demanding and complex task. It is also hard to work in a structured and planned way, since major and time-consuming cases can emergesuddenly and quite spontaneously. That is why it is very important to foster a respectful attitude toward the capacities of your colleagues concerning their resources and availability and to show understanding if they are not able to respond to a cooperation proposal in the manner you expected them to. Appreciate every form of support offered and focus instead on compensating the missing links in your approach — by contacting other colleagues or even by adjusting your approach to your existing resources.

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For further information please consult:

httpl://ec.europa.eu/social/easi

The information contained in this publication does not necessarily reflect the official position of the European Commission.

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