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Final report of the internal evaluation

"TriNet Global – Local Authorities, Business Sector and Universities as Agents for Change"

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1 Introduction

During the three-year TriNet Global project period, a team from the Alice-Salomon University, which was involved in the project as a partner institution, worked on the internal evaluation. The innovative nature of the project should be accompanied and sharpened by the evidence arising from the evaluation. The intensive exchanges between the evaluation team and the project co-ordinators and project manager meant that the evidence corresponded to the aims and wishes of the project partnership.

Due to the wide content framework of the project, the evaluation team selected sustainable development, or the field of sustainability as an overall theme, which was used in particular for meta-analyses. The area specifications developed constitute a key foundation of the internal evaluation. Based on the preliminary research, which focused on the development of these specifications by analysing areas, which were both relevant to and involved in the project, further alignment occurred. The objectives of improving co-operation and developing networks, and also with a view to communication processes per se, revealed the focus of the internal evaluation.

In the following document, the project and project partners will be presented, and the internal evaluation procedure will be examined more closely. The presentation of the results begins with the preliminary research and the derivation of area specifications based on this. The fifth section analyses the project, and focuses on the co-operation within the partnership. Firstly, the important aspects are described, followed by the conditions for success and obstacles or challenges derived from the analysis. Following that, there is advice relating to local, national, international and EU levels. A merger can be found in the conclusion, in which the project level is exceeded, and the co-operation is seen in a broader context. There are also indications of how further potential can be used sensibly.

2 TriNet Global

The TriNet Global project – Local Authorities, Business Sector and Universities as Agent of Changes – took place in the period from the beginning of 2013 until the end of 2015. The focus of the project, which was funded by the European Union, was on the networking of stakeholders from the fields of economics, science and urban management, strengthening fair trade and fair procurement, and the integration of development and sustainability issues in higher education. The project partners involved came from municipal administrations, universities and the NGO sectors of four countries – Germany, Denmark, Austria, and the Czech Republic. The various activities aided the sensitisation and intensification of the project topics for different target groups. A particular characteristic was seen in the economic stakeholder sector, which was strengthened by the co-operation. Existing networks should be promoted and expanded.

2.1 Project partners

Various project partners from Germany, Denmark, Austria and the Czech Republic worked together with a focus on networking and exchange. In order to assess the work, the objectives and the potential of the project, the project partners are presented briefly below.

The Senate Administration for Economy, Technology and Research follows the "Think globally, act locally" development policy, in which development co-operation is recognised as an interdisciplinary topic. It focuses on *"Balancing social, economic and environmental interests in the sense of Agenda 21"* (TriNet Global, 2015), with the aim of *"Strengthening Berlin as an international capital city with the involvement of internationally trading stakeholders, and to increase public interest in all forms of international co-operation."* (ibid.)

The non-profit BGZ Berliner Gesellschaft für internationale Zusammenarbeit mbH (project co-ordination) is a joint institution

of the federal state of Berlin and the Berlin Chamber of Skilled Crafts. Through its "extensive network of administrations and educational institutions, economies and civil society organisations throughout Europe" (TriNet, 2015), it is active in various co-operative projects in which development cooperation is a particular focus point.

The Alice Salomon University (ASH) Berlin places particular focus on social work, health and education during childhood. It is one of "Germany's largest independent universities specialising in social work" (ibid), and offers extensive full-time and part-time courses of study. In addition, the university is active within the social environment, in project work, and in regular deals and exchanges.

"The Entwicklungspolitische Bildungs- und Informationszentrum e.V. has promoted the networking of Berlin stakeholders in the field of development education since 1986. EPIZ offers extensive global learning materials, leads development education training sessions for teachers, and advises schools in the implementation of global learning." (ibid.)

"The non-profit organisation TransFair e.V. is responsible for awarding the international fair trade label for fairly-traded products in Germany. With its 35 member organisations, and with the help of marketing measures and information and PR activities, TransFair is committed to finding additional business partners and supporters of fair trade. In the TriNet project, TransFair is committed to supporting districts of Berlin in the process of obtaining "Fair Trade Town" status. To gain this status, specific criteria showing the particular commitment of the district to fair trade must be met." (ibid.)

"Südwind – the agency for South-North education and public relations has been operating as a developmental NGO promoting sustainable global development, human rights and fair working conditions worldwide, for over 30 years. Through academic and extracurricular educational work in the sense of global learning, and the

publication of "Südwind" magazine and other publications in Austria, Südwind discusses global concerns and their effects. With publicity operations, campaigns and information services, Südwind is committed to a fairer world" (ibid.), and draws on a large network and collaborative structures.

"The City of Linz is the regional capital of Upper Austria. It constitutes an administrative district, and is also a territorial authority with the right to self-administration. In addition to the tasks of the local government, Linz also has to carry out those of the district administration. The city is an independent economic body, and has the right to manage its budget independently, as part of its financial management. As part of the TriNet Global project, the City of Linz is working in collaboration with the development organisation Südwind Agentur" (ibid).

"Hammershus Fairtrade Concert (founded in 2001) is a non-profit fair trade organisation. FHFC is committed to sustainable development and reducing poverty in Africa – by importing and selling fair trade products, and also by providing technology and support to African manufacturers. Inter alia, the Foreningen Hammershus Fairtrade Concert organises concerts on the theme of fair trade. Part of the takings from the concerts is used to fund development projects." (ibid.)

The municipality of Bornholm was "Recognised as a Fair Trade Community in July 2009 [...] – it is the first Fair Trade Island of the Fair Trade Initiative. *The regional authorities of Bornholm are working hard to establish a dialogue on sustainable development. Regular information events and publicity campaigns are intended to promote this dialogue. [...] The municipality of Bornholm supports the work of the FHFC with the three state institutions in Bornholm (the regional branch of the Danish General Directorate for Nature, the Army, and the Danish Emergency Management Agency) as well as hosting fair*

trade events (with 10,000 visitors) and national political summits (with 30,000 participants), which are used to raise awareness." (ibid.)

The Ecumenical Academy "is a non-profit adult education institution. Ecumenical Academy promotes alternative approaches to solving the current economic, social and environmental problems. […] Since 2004, the Academy has been involved in fair trade. As part of the projects, the Academy promotes the solidarity economy, fair trade, cooperatives and human rights. Throughout seminars, round tables and conferences, the Academy increases public awareness of those topics. " (ibid.)

"The local authority [Prague 3] supports environmental activities and organises public events which support the clarification of sustainable development. Through this, the CSOs can present their activities and communicate with the public. Some key NGOs, for example Arnika, are based in the district." (ibid.).

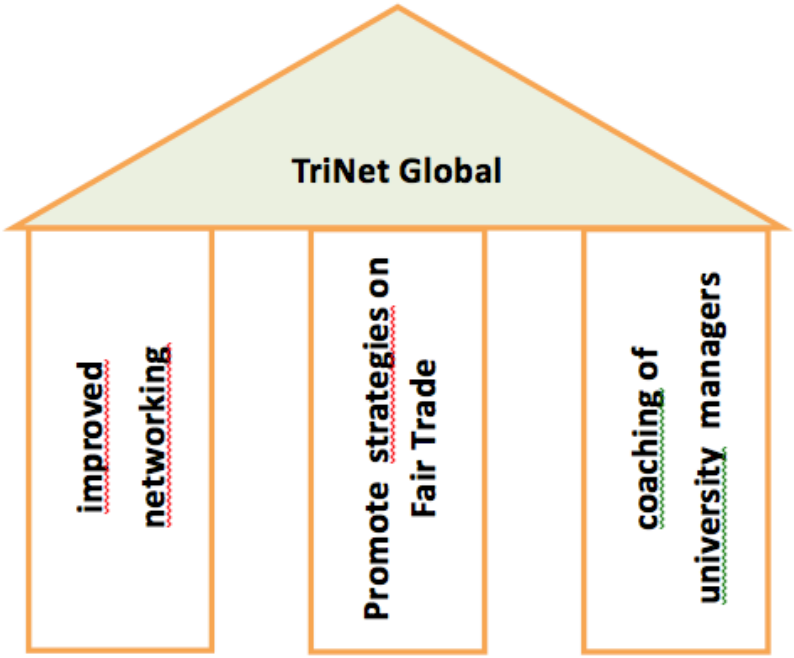
2.2 Objective

The fundamental idea of TriNet Global is based on the recognition that business and consumer behaviour in the Northern Hemisphere causes increased economic, environmental and social burdens in the Southern Hemisphere and therefore puts the Millennium Development Goals (UN, 2015) at risk (cf. TriNet Global, 2013). In order to counteract the increasing burdens, co-operation between the social areas of economics, science and municipal administration is proposed, and intensified where it already exists. In this combination, the project design is a major innovation in Europe. The objective of the project is to specifically influence economic stakeholders in the Northern Hemisphere in such a way that the environmental and social effects in the Southern Hemisphere are attenuated. In addition to economic stakeholders, stakeholders from the local authorities (LA) have been contacted in order to draw their attention to the increasing global dimension of their trade, and to make them aware of development issues. With their changing performance, they can act as "agents of change".

The same applies particularly to future economic stakeholders, which is why an influence on training is sought in this context. The subject of sustainable development is already prevalent in Europe (EU, 2006).[1]

In a multi-stakeholder approach (cf. Brouwer/Woodhill, 2015), different networks and collaborations between science, the economy and wider civil society should be promoted and intensified. The focus is on a local level with small and medium-sized enterprises (SMEs), professional associations and experts in applied sciences, universities, public administration development policy institutions, and NGOs.

This comprehensive and very diverse objective is divided into three target areas (three columns) and specified (see Fig. 1).



Source: Own research[2]

Fig. 1: The three pillars of TriNet Global

[1] In 1999, the European Commission was given the task by the European Council of drawing up a proposal for a long-term sustainable development strategy. A European strategy for sustainable development, which sets out aims and measures as suggestions for European countries has existed since 15.05.2001.

[2] The three pillars are greatly simplified. In the application it is written: RESULT 1: Increased awareness, competence and active engagement of a larger number of business sector stakeholders. Strengthened networks with business sector stakeholders, LAs, experts of applied sciences and institutions dealing with development issues. RESULT 2: Strengthened engagement of local actors, especially SMEs (small and medium-sized enterprises), with development issues/Fair Trade and improved capacities on implementing Fair Trade. Changes in procurement behaviour of public and private sector. RESULT 3: Increased business students' awareness and competence of global responsibility, sustainable evelopment and their responsibilities as future decision makers ("young leaders for sustainability") in a global environment. Improved integration of these topics in university teaching. Application TriNet Global, s. 2

In the first pillar, attention towards and awareness of development policy issues and sustainability is increased by the intensification of networking between the economy, the local administration, and science. The focus on overlaps in the different fields serves as a substantive and thematic approach. The Corporate Social Responsibility approach (CSR) in particular provides an implementable concept in co-operation with the economy (cf. Dahlsrud, 2006).[3]

In the second pillar, local stakeholders, in particular SMEs are contacted about the inclusion of fair trade in their own ethical conduct. Municipalities, the local economy and decision-makers regard fair trade as an adequate concept for development co-operation (Klingebiel, 2013). The procurement behaviour of the public and private sectors should change during the discussion of the topic. These objectives will also be visible with the certification of districts, cities and ministries as Fair Trade Towns/Fair Trade Offices[4]. Similarly, through raising awareness and greater involvement, this approach leads to changes to SMEs.

In the third pillar, pupils and students from economic vocational schools and study programmes are put in the limelight as future decision-makers in a global environment, and as "Young Leaders for Sustainability". The global dimension should be firmly embedded in the knowledge and actions of the pupils and students during training. The discussion about fair trade and CSR should create a bridge leading to the subject of development policy issues, and therefore encourage social, environmentally friendly and good entrepreneurial behaviour. To this end, there has been a series of studies at several universities in Germany, Austria and the Czech Republic.

[3]CSR is a concept, which directly addresses the question of business ethics and the social responsibility of economic stakeholders. This concept offers a direct overlap between social and business interests.

[4] The certification of fair trade office came out as a synergetic effect within the partnership and points beyond the objectives defined in the project application

3 Internal evaluation

The project team at the Alice Salomon University supported the TriNet Global project for its entire duration, through the task of carrying out an internal evaluation. Accordingly, the ASH was a project partner, and had a good insight into the existing processes. As employees of a university, the evaluation team had extensive experience and methodological knowledge, which were used in the structure and implementation of the evaluation. In accordance with the interactive nature of the internal evaluation, the evaluation team chose a formative and participatory research design (cf. Kromrey, 2001). The scope of the internal evaluation was to analyse the internal project contexts, which are crucial for the fulfilment of the project objects. Here, the specific research question was the question of how the co-operation between the different fields of economy, science, and administration could be implemented. Important factors included processes such as communication, the breakdown of timelines, and the development of fundamentals for interaction. The evaluation is carried out transparently, so that all partners know the steps and objectives of the evaluation. All data used, e.g. from interviews and discussions, is treated confidentially and anonymised. Surveys, interviews, observations and document analyses are the methods with which the data is collected (Stockmann, 2007).

The design of the internal evaluation of TriNet Global consists of three modules. The purpose of the preliminary research was to explore the topic of the whole project (cf. Chapter 4 of this report). The resulting data serves as a starting point and a standard for the analysis results of the internal evaluation. The wide scope of the project (cf. Chapter 2.2) made it necessary to determine a common topic, through which all of the topics of the project could be represented. Sustainable development was chosen as an umbrella topic, whereby the use and implementation of this concept was analysed in the areas of economy, science and administration relating to the project. In the document analysis, reference was made to publicly available documents or information on the websites of representative or project-relevant agents in

the fields to be examined. The accessibility of the documents aids the reproducibility and verifiability of the results. In the field of economy, sustainability reports or reports from appropriate DAX 30 companies relating to the topic have been chosen because they play an influential role as pioneering economic stakeholders in this field. In order to generate a comparison with the results, similar reports were also chosen by the stakeholders in the field of administration, whereby the project-relevant administrations from the four partner countries were included in the analysis. NGOs which were influential for the project, but which were not explicitly integrated into the field of administration or recognised as a separate field, were responsible for the analytical scheme.[5] The same applies to the field of science, as the universities were chosen as representative stakeholders. During the document analysis, a total of 34 reports by economic stakeholders, 13 reports by administrative stakeholders (incl. NGOs) and 13 reports by scientific stakeholders were examined by means of qualitative content analysis (cf. Glaser/Strauss, 1979), inspired by Mayring (cf. Mayring 1983) and Glaser and Strauß (cf. Glaser/Strauss, 1979)[6]. The generated research reports, which were made available to the project partnership, contained definitions derived from the analysis, or perceptions of the analysed field. A different interpretation, which is of particular importance for the co-operation of the different fields, was recognised. At the request of the project partners, the preliminary research was expanded and put into writing by special arrangement with the NGO and small and medium-sized enterprises (SME) sectors.

The second step of the evaluation related to the analysis of the levels of the project partnership, particularly the co-operation resulting from the surveys for, and interviews with, project partners and stakeholders, as well as observations of the interaction processes. Participation in individual

[5]Cf. Separate report analysing the preliminary research of the administration

[6]The qualitative content analysis was inspired by Mayring, and the underlying categories related to the use of the term sustainability, which was in part directly defined, but also partly paraphrased. The focus of the document analysis could be determined from this. The above was also supported by the grounded theory, with which it was possible to search for similarities and differences, and which therefore formed the basis of the final theory (Glaser and Strauss)

activities, including "*Fair feels good*", Bazaar Berlin, and Asia-Pacific Week, also included an e-learning course on eco-socially fair procurement. Through this, co-operation within the partnership should be examined in contrast with the results of the preliminary research in terms of the conditions for success and obstacles. The active participation and input of the project partners, and the provision of contact details to stakeholders was a prerequisite for the successful execution of the internal evaluation. In total, eight interviews with project partners and 12 interviews with stakeholders (including some telephone interviews) were carried out, and six memory protocols were produced. Due to the small number of interviews and the delays, the research design had to be amended. The interviews were integrated into the previous document analysis, in order to develop a theory of the conditions for co-operation between the fields of economy, science and administration, and to make them available for the project (cf. Chapter 4 of this report).

In the final step, network co-operation and collaboration cards were developed by analysing the network activity of the project at various levels. These visualise the co-operation of the different stakeholders and activities, and show where voids can be found, and provide hints for best practice conditions. The results of the analysis of the internal evaluation are merged with the findings of the external evaluation to create a complex picture of the processes, structures and effects. Network activity can only be analysed in individual cases, and only in close co-operation with each individual partner. The main questions of the analysis were:

- How and by what means is the co-operation between the three fields of administration, economy and science influenced? Which supporting and hindering conditions can be analysed?
- How is the co-operation between the three fields affected by the specific culture of their organisations?

An essential characteristic of the internal evaluation lies in the analysis of communication behaviour, the communication processes and the interaction processes. The aim of the evaluation was and is to determine how recurring processes could/can be improved. As a result, the level on which the evaluation is carried out, the level of the project and its partners, and the extent of the impact, e.g. on stakeholders, can only be detected in the approach. Findings relating to this, which have been examined as part of the external evaluation, are included in the report.

4 Preliminary research

The aim of the preliminary research was to create a standard for the analysis in the internal evaluation. The focus of the analysis was based on the hypothesis that during co-operation with stakeholders from different fields such as administration, economy and science, there are always frictional losses due to the different modes of interpreting seemingly identical terms and concepts. These modes of interpretation are characterised by the internal specifications, in which the communication processes of the stakeholder groups take place. This causes misunderstandings or mismatches in expectations, which may significantly affect the collaborative workflows in particular.

To test this assumption, the definition and use of the term “sustainability” was examined in different areas of society, as part of the preliminary research. Three fields – the economy, administration and universities – have been selected, in which civil society was considered crucial in their work with NGOs and NPOs during the analysis. From the documents selected for the analysis, e.g. sustainability report, Internet presence and published documents, common patterns of understanding were developed, which were recognisable in the different positions.

As a result of analysing the understanding of the concept of sustainability in the three examined fields, there were various overlapping points and differences. It became clear that supposedly similar topics were processed in

different ways, and so very different topics arose in the processing of sustainability issues.

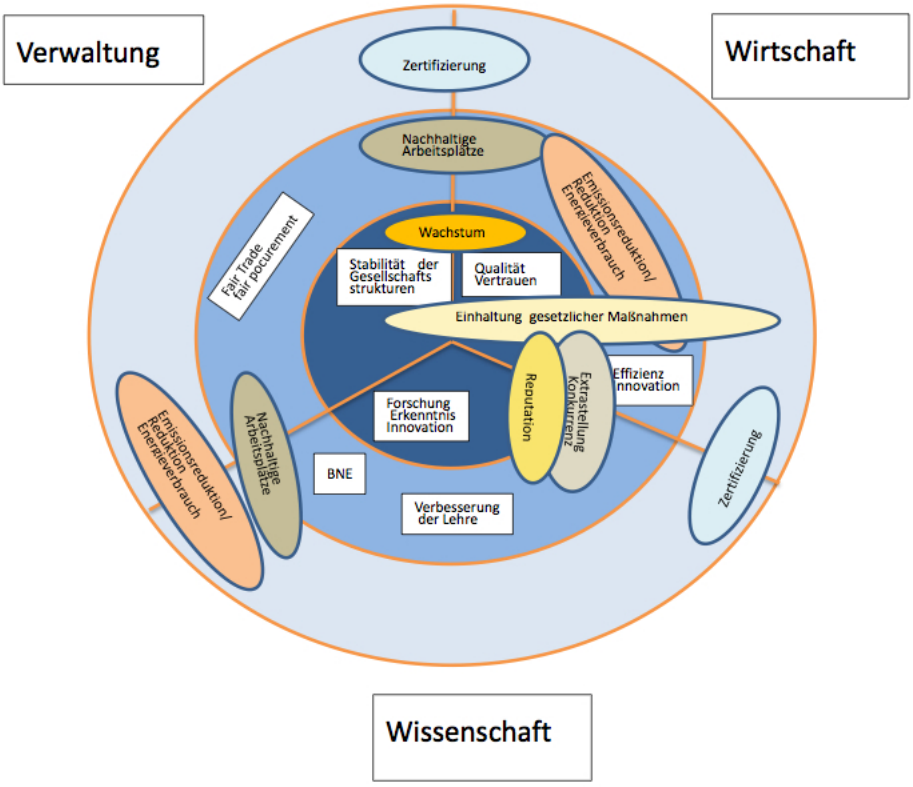
Three fields were deemed prominent:

- Growth and economic viability
- Educational aspect
- Climate and resources

In order to clearly represent these overlaps and differences, separate circular charts were created for each of the[7] three areas. These are explained more thoroughly below.

[7]Each circular chart is divided into three segments. The segments relate to the subjects of administration, university, and economy. The circle is divided into three areas of relevance from the inside to the outside, wherein the issues, which are closest to the middle, are particularly important for the stakeholder, or even constitute the core business. Sometimes, the three stakeholders deal with similar topics, but these are not equally weighted. Topics, which are important for several stakeholders, are identifiable by areas of overlap with rounded borders. These topics may be in the inner relevance area for one stakeholder, but be placed in the outer relevance area for another. The differences in the significance of one and the same topics unfortunately restrict the clarity. Angular borders identify topics which do not overlap with the interests of other groups, but nevertheless fall within the processing point. Additional topics in the commercial sector will be identified.

4.1 Growth and economic viability



Source: Own research

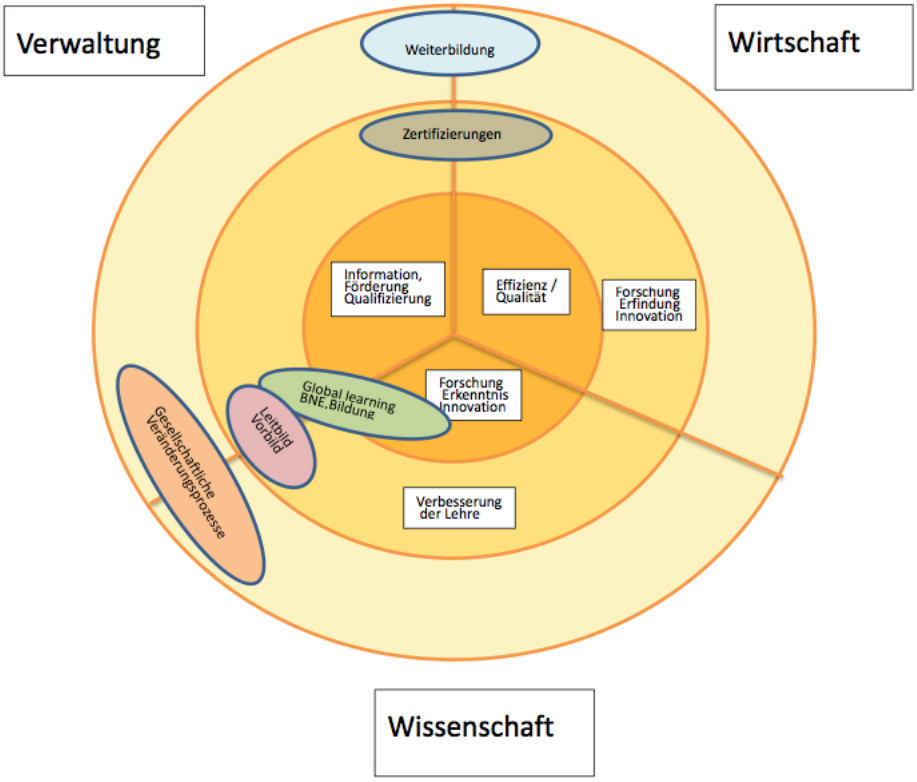
Fig. 2: Economy and economic viability

Economic aspects play an important role in all three of the examined fields. However, their respective scopes of duties or functional fields are at different levels, and they also differ in importance. Although the core business in administrations and universities involves tasks of a service-like nature such as research and teaching, citizen service and administrative duties, these fields also have definite economic interests, which on the one hand focus on growth, and on the other hand on institutional processes.

On closer inspection, these very strong correlations can be differentiated into individual overlapping points. Priorities and interests are therefore used to identify the different fields, which are considered relevant. In summary, it can be stated that the three groups respond to three very different target groups, with which their interests and measures are associated. The self-perception of the group itself should not be ignored. Whilst companies fulfil a clear purpose with their focus on growth and profitability, which is also a

key to the survival of the company, administrative stakeholders interpret growth in a different way. Growth means quality and prosperity for the company.

4.2 Educational aspects

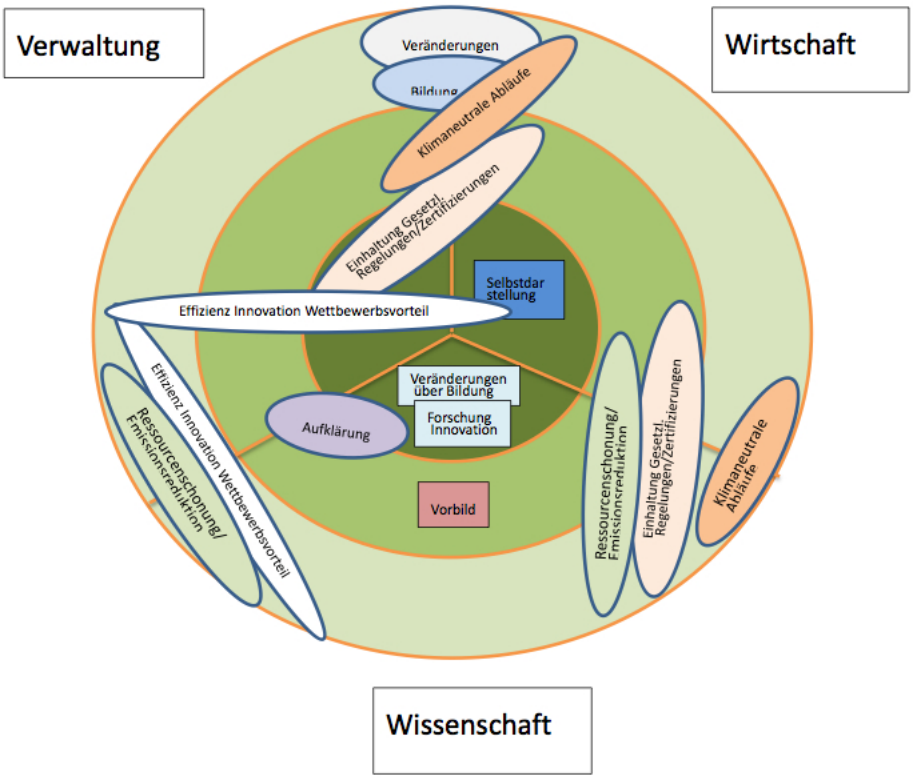


Source: Own research

Fig. 3: Education

In all fields, there is evidence of issues which relate to education processes in the in the broadest sense. These include all formally designed learning processes mentioned in the analysed documents, which are provided for a clear understanding of the three fields in the presentation of the report. There are also major differences in the three areas as to what is understood by education and learning processes. These include both educational processes are used to distribute information to the external public in the field of administration, and to the internal organisation in the field of economy.

4.3 Environment, climate and resources



Source: Own research

Fig. 4: Climate and resources

The issue of climate change and the impact of fossil fuels play an important role for all stakeholders. Their approaches to the issue and the responding measures in each of the three fields are very different, depending on the direct or indirect specific objective.

Reactions and measures relating to the issue of climate and fossil fuels are closely associated with the issue of educational processes. In particular, educational processes should ensure that appropriate measures are taken in the various areas. The negative impacts of climate change on social and economic processes are undeniable. The same applies to the issue of fossil fuels, which greatly affect the economic and social systems.

4.4 Conclusion

The circular charts give an initial indication that there are different specifications behind the patterns of understanding of the individually analysed fields. Despite the thematic focus on the sustainability reports in

the fields of economy, science and administration, as well as NGOs and NPOs in some cases, they demonstrate sector-specific patterns of interpretation. These different area specifications determine actions and decisions, as well as understanding within the fields, to a considerable extent. Because of this, they have a strong influence on collaborations, in which they can have a beneficial, but also inhibiting effect. The area specifications stated here are based on the theories of learning organisations (cf. Argyris/Schön, 1999). Thereafter, these are systems, which are involved in the development processes. Inspired by Luhmann, these are neighbouring systems (cf. Luhmann, 2009) that may experience irritations due to external influences. Irritations are necessary for changes within the systems. The system or learning organisation consists of individuals, but develops as a whole. Their outside perspective is based on the use of mental models, whereby a systemic representation of problem-oriented approaches, patterns of understanding, other systems, etc. develops, and the function of the system is determined (cf. Bach, 2000).

4.5 Area specification

As a basis for discussion, area specifications are understood in this analysis as historically developed, situational conditions within existing social structures. They must be understood as durable, powerful, intrinsically logical, normatively substantial terms of reference, which determine behaviour, definitions and decisions within the organisation (cf. Luhmann, 1996). They therefore constitute "a system of values, practices and behavioural patterns" (Budde et al, 2010), which provides members of organisations in a particular field with an interconnecting, orientation-building reference, which is noticeable inter alia through the establishment of their own jargon. On the one hand, terms are used within these, which have different definitions in different context, and on the other hand, new terminology is created.

Different area specifications are developed in conflict with one another, and cause separation and differentiation within the specific social fields. This is

particularly evident on the organisational interfaces, when co-operations that are supposedly thematically related are referred to, but other definitions and aims are represented, or different intentions are pursued with the desire for co-operation. Different definitions and procedures compete against each other, and may lead to communication difficulties if they are not disclosed, and are controlled discursively. Our analysis suggests that organisational strategies, which are based on an area specification, are not affected as much by country-specific differences as they are by the trade-constructing specifications of a particular social field.

4.5.1 The area specification in terms of sustainable development and economics

Economic stakeholders are the most important target group of the project activity. With the inclusion of the sustainability issues in the entrepreneurial activity, the greatest effects of a positive change are expected in a global dimension. The processing of business initiatives, which document sustainable development, is usually based on the three-pillar model[8] for sustainability (cf. EU, 1997) and the definition of the Bruntland Report (cf. UN, 1987). There is no single definition of the term "sustainability". The term "sustainability" is often used without specifying the meaning behind it. An example of this is in the "binding targets and implementation measures" of E.ON: "Use of sustainable procurement criteria throughout our supply chain" (E.ON, 2012).

Within this structure, sustainability is treated as a measurable size or ratio, which may be relevant, for example, in a certification procedure. They are partly based on European Law, e.g. the European environmental management system EMAS, ISO standards, international initiatives such as Global Compact or the OECD Guidelines for Multinational Enterprises. The aim of the different approaches and the underlying instruments is to

[8]The three-pillar model starts from an equal weighting of economic, ecological and social factors for the success of sustainable development. This view has been incorporated into the Treaty of Amsterdam as the three pillars of sustainability, whereby sustainability comprises natural heritage, economic achievements, and social and community services.

systematically integrate social and/or environmental aspects into the company management (BUNR, 2007). This can be attained sustainably in terms of the economy through entrepreneurial measures taken by the management, innovation, and efficiency (see Figures 2, 3 & 4). This coincides with the acceptance that companies in capitalist production systems always act in accordance with the principle of the most economically rational investor, thus focusing on benefiting the entire company. An important key term is "sustainable management". Socially fair, entrepreneurial activity is processed under the concept of CSR. Because of this, sustainability is defined as taking effective and efficient action, and producing innovative, resource-saving products.

In the economic landscapes of Berlin, Linz, Prague and the island of Bornholm, which are dominated by SMEs, the issue of sustainability is mainly discussed under the term CSR. On the one hand, there are implementation possibilities in the field of resource optimisation, and on the other hand in response to the change of social conditions, demography, and the lack of skilled workers. This is mainly in the field of employee retention (reconciliation of work and family, participation, health protection, and occupational safety). For the SME sector, international reputation does not play a significant role in connection with the discussion of sustainability issues. The issues of certification and regional focus are more important. Companies that fix their initiative in the field of sustainability in core business (e.g. "Eine Welt Läden"), draw their commitment from a personal conviction of the management or founders of the company. The faire attitude of the company primarily acts on reputation, and simultaneously targets a certain customer group. Customers who share the same or similar services are can adapt their consumer behaviour. So as not to become a niche business, it is necessary to promote the fair strategy in exposed locations, and to therefore communicate with a wider public as to where they can, for example, find fairly traded products.

The personal convictions and attitudes of entrepreneurs, who integrate sustainability issues into there core business leads to an entrepreneurial

unique selling proposition. As follows: "Companies are not institutions that create civil interaction modes, but rather places in which these are functionalised" (Hartmann, 2004). This is also evident in the analysis and the stakeholder groups in the field of economy (Berlin Chamber of Skilled Crafts, businesses which make use of CSR guidance).

4.5.2 The area specification in terms of sustainable development and universities

Universities and colleges are considered to be models of sustainability and have a key role in negotiation and implementation. On the one hand, their role is assigned by a policy. According to the Federal Ministry of Education and Research (BMBF), universities play a central role in sustainable development in several ways (cf. BMBF, 2004).

- "They fulfil their scientific research function by generating new knowledge, and by confirming or expanding on existing knowledge.
- They fulfil their function as mediators of knowledge, in that they ensure the application of this new knowledge in the context of scientific training and further education. Study opportunities on the subject of sustainability are the core issue.
- Through the transfer and communication of research results, they ensure that knowledge is disseminated in society, and in this way fulfil their function as stakeholders in science and society.
- By applying the knowledge acquired to their own institution, they fulfil their function as an example in society." (FU-Berlin, 2009)

On the other hand, the political mandate is also accepted as a self-perception. They see it as their responsibility, "To enable students to make autonomous decisions in the future, according to the guiding principles of sustainability" (DUE/BENA, 2010/11).

In this context, sustainability is considered to be a defined and normative term, and is used as such. It is based on the principles of responsibility towards the future and distributive justice. *"It represents the demand for durable security and the development of the foundations of human civilisation,*

in light of the limited load bearing capacity of the natural environment" (Schneidewind, 2013). In the research, universities and colleges are tasked with identifying correlations, testing hypotheses, and scientifically justifying definitions, thereby causing a conflict for dominance in terms of knowledge.

The principle of autonomy applies to teaching and research. In the scope, which remains variable, there is the possibility of promoting innovation through individual learning processes. Outstanding findings and/or student performance will have a retroactive effect on the reputation of the university/college. To meet the objective of creating new products, the sample space remains variable.

By changing the teaching workload of professors, the need to acquire research funding through third-party funds has increased in the past few years. Competition for this third party funding by ministries and funding organisations is increasingly becoming a dominant factor in the field of science and research, and now includes a large number of university and non-university research institutions, as well as scientists. This is evident in the new "Funding Atlas 2012" (DFG, 2012).

4.5.3 The area specification in terms of sustainable development and administration

Because of their broad social position, administrations have great influence and responsibility for initialisation in the field of sustainability. In this context, it is particularly good to mention that due to its collaboration with the Berlin International Cooperation Agency, the TriNet Global project was ranked particularly highly within the administrative hierarchy. Through this, sustainability issues have created the optimal conditions with which to be effective in many fields of society.

When discussing the issue of sustainability, municipal authorities follow the idea that sustainable development methodically leads to the resolution of problems in different areas of responsibility (Federal Government, 2012) The area specification of the administration is very strongly characterised by the operational structures of the organisations. Compared to the fields of

economy and science, the organisational flow of the different organisations within the field of administration is very homogeneous. The process structures are determined by a consistently differentiated hierarchy, which follows the single line system (cf. Fayol, 1929), through which a basic means-end relationship (cf. Wirtschaftslexikon, 2015) is formed. The higher an issue is positioned in the hierarchy of the municipality, or ranked by governmental policy, the more important it's handling, and the more attention it gets from society.

In this case, the formal accomplishment of the tasks with qualitative results in terms of content is preferred. This is because policy objectives must be processed in quantifiable terms. In the implementation of this, creativity is hardly possible within the specifications, but is desired. Co-operative partners (e.g. NGOs) are frequently commissioned for creative solutions. On the one hand, these are regarded as partners for the implementation of specific aims, and on the other hand, they are assessed according to strategic administrative demands. Legal bases, accountability and one-line systems therefore constitute the framework for action and decisions within administrations. Another characteristic of this specification is a high degree of formalisation. On the one hand, behavioural norms and safety measures are predetermined. These are independent of the respective individual, and so the survival of the organisation is ensured.

On the other hand, the equal treatment of the various stakeholder groups is also ensured. Uniform treatment of diversity shall ensure the uniform implementation of the orders. Legal bases are another focal point in the field of administration. By law, formal attitudes are deemed mandatory, and therefore regulate actions and decisions.

These modes of action also apply to the treatment of sustainability issues. The Agenda 21 inspires the strategies and plans, in accordance with the specifications of the 1992 Rio Conference. This action programme formulates measures and aims for sustainable development. The different administrative levels should not only develop a strategy for the implementation of Agenda 21, but also generate a support system for all

levels (cf. Lexikon der Nachhaltigkeit, 2015). Agenda 21 is considered legally binding, and its implementation within the project partnership focuses on developmental domestic work with buzzwords such as: Global learning, fair sustainable economy (*fair procurement*) and municipal development co-operation in the context of town twinning. Based on these key issues, the structure of the project can be comprehended, and its objectives understood.
The priorities for administrative action are the development of a stable society with a regional focus, which can then be effective in a global context. The focal point is the promotion of the economy. In order to develop the company domestically in terms of sustainability, aspects such as growth, innovation and economy dominate key issues such as CSR. A sustainable economy equates to a stable society. The development and dissemination of sustainable issues will therefore have a stabilising effect on the market and society. Sustainability equates to future sustainability (cf. Linz, 2015). Concepts for the implementation are fair-trading and a solidary trade policy (cf. Südwind, 2015). The economic concerns of this stakeholder group also include the promotion of certification, which can be made transparent through the sustainable standards (cf. TransFair, 2013).

4.5.4 The area specification in terms of sustainable development and NGOs/NPOs

The field of NPOs and NGOs differs greatly from that of area specification administration, in particular through the organisational process structures. Because the organisational landscape in this field is very heterogeneous and includes very different legal forms, it is difficult to give a general statement about this field in the survey. Using the data collected in this project, an area specification for organisations involved in the project, which operate in the field of global learning, should be created.
Stakeholders in this particular part of civil society form an impression of the society as a whole. In their entirety, they are considered indispensible for the functioning of democratic societies: *"today, they are expected to make significant contributions to the solution of current societal problems. As a result*

of the principle of subsidiarity, close links between civil society organisations and the State have arisen" (BMFSFJ, 2009). The bases for action are new problems and needs, which have been caused by societal change, and can no longer be solved with conventional state-controlled policies. NGOs/NPOs perceive the everyday context, without seeing this as a correct description of the company, and accommodate the political tendencies of individuals. The details of organisations that are involved in the field of sustainability are always kept up to date and are simultaneously in a continuous state of development. In the interviews, some statements can be understood as steadfastness against corruption and colonisation (cf. Zentes et al, 2012). They rely on the State or international institutions, the decisions of which NGOs/NPOs criticise or seek to influence. Their action is characterised to varying degrees by social responsibility. They pursue the ideals of a democratic state, with state institutions and their components (legal procedures and guarantees, judges, and a law-abiding and human rights sensitive police force). "They therefore use the legislation as a sounding board for scandals and grievances." (Frankenberg, 2008)

Because of the widespread self-management of their organisations, they are a clear contract to the administration. Employees of the NGOs/NPOs in the global learning sector, which are involved in the TriNet Global project partnership, work autonomously, with personal responsibility for each individual project. Individual personal decisions are synchronised with a number of formal and informal, participatory, equitable forms of exchange with collegial advice, but also represent the variance, which is inherent to the organisation. It is methodically attempted to influence the discourse of global learning with the introduction of personal definitions, by focusing on a particular human image, and through personal commitment. On the one hand the definition of sustainability is a personal, individual definition, as well as a concept of life with ethical and moral behaviour, which simultaneously leads to getting involved in this field. The processing of the content determines the purpose of the trade. This occurs due to the annoyances caused by changes of awareness in society, e.g. the initiation of

common events. As a result, the common expert knowledge and the associated relations are important. The focus lies on the development of each individual party, and on the process quality. Objectives and results are therefore subject to individual conditions, and are usually open. The destinations of these annoyances are places in which the issues in question can get as much prominent publicity as possible, so that their distribution reaches far into society. In conceptual terms, the issue of "*information dissemination*" is being discussed here. For economic organisations, this is just as much about integrating sustainability issues into its core business, as it is about reputation.

5 Success factor and areas of conflict in the cooperation

The analysis activities of the internal evaluation dealt with the question of implementation, the "How", of the arrangement of the cooperation. Here, the internal evaluation was faced from the very beginning with the question of whether it would not inevitably have to come to obstacle factors due to the special arrangement of the areas within the project partnership of TriNet Global. In the course of preliminary research, profiles of the individual areas were compiled for this purpose. These profiles allowed for the first indications of areas of conflict and success factors. In the analysis of the interactions at the level of the project partnership, indications of intersections of two different modes of operation were discovered in the qualitative evaluation. These can be categorised as forms of behaviour and communication of the area approaches of administration and NGO. This corresponds largely to the composition of the active partnership of TriNet Global. This consists of two administration organisations (LEZ and BGZ) and four NGOs (Hammershus, Südwind, EPIZ, and EAP). Indeed the BGZ has a special role because it provided strong legwork for the administration. So it from a purely formal perspective it belongs more to the NGO area, but because of the mentioned roll it is allocated to the area of administration on

the basis of the mode of conduct analysed (compare interim report of the internal evaluation).

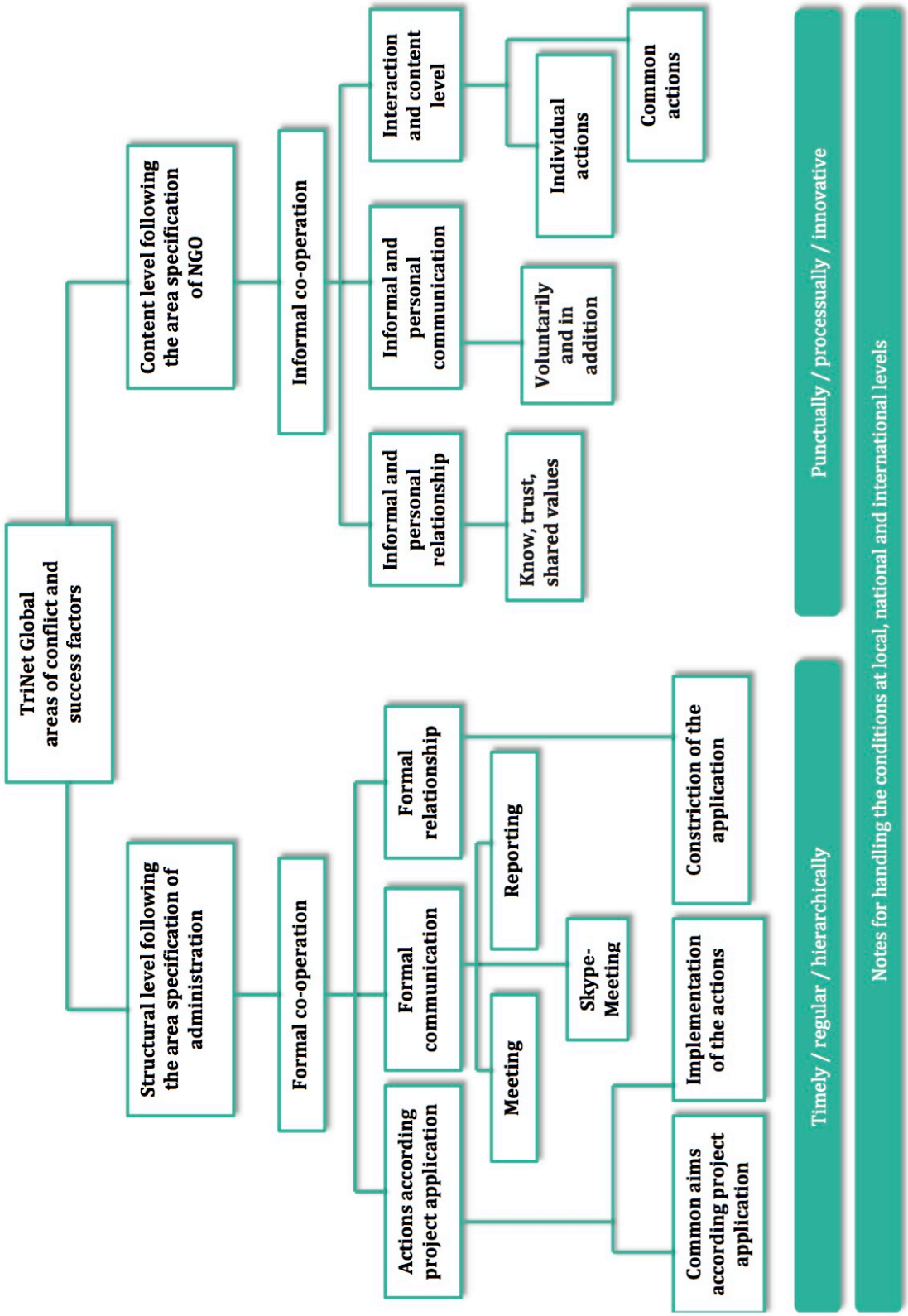
At the level of the project partnership, therefore, only two area specifications actually meet from the four originally assumed. However, it is in fact this arrangement, which shaped the set-up of the cooperation since the area of administration led the management and coordination of the project responsibly, and the NGOs designed the implementation with regards to content. The following will discuss the areas of conflict and success factors of the effects of the coming together of these areas based on the reality of the project. Since this discussion deals with the representation of forms of conduct and communication assumed to be characteristic and area-specific, indicators for change factors for subsequent projects with similar arrangements can also be given. The identification of the success factors and areas of conflict is based on the analysis of the internal evaluation accompanying the project - amongst others, interviews, document analyses, the accompaniment of campaigns, internal communication - whilst knowledge from the report of the external evaluation will also be referred to in order to complete the picture. Due to the long lifetime of the project and the wealth of campaigns, only individual excerpts shall be mentioned as examples for the statements offered.

The type of characteristic forms of conduct and communication are listed separately in the following graphic. The graphic displays the moments, which shape the project in schematic form. On the one hand regarding the left side the area specification of the administration and on the other side the specification of the NGOs. The separation of both of these areas serves analytical purposes, with both spheres spilling over into each other in the reality of the project. And of course there area also moments of the approach of the administration in the NGO area and vice versa.

The level of the administration is more shaped by structural factors. Forms of conduct and communication are on the one hand shaped by care for the framework conditions for the composition of the partnership, the set-up of the timeline, and the thematic succession, whilst the formal documentation

and accounting obligations, which are to be viewed in connection with EU Funding Guidelines, also play a role. Central themes here are the activities of the project partners, formal communication, and the formal relationship.

The level of the NGOs is more shaped by factors, which are related to the implementation of the project with regards to content. Forms of conduct and communication are shaped by factors of implementation, interpretation, and design within the framework conditions of the project, as well as effects going beyond this. These factors can be illustrated at the personal relationship level, the personal communication level, and the campaign and content level.



Source: Own research

Fig. 5: Schematic of success factor and areas of conflict

5.1 Discussion of structural level of cooperation

In principle, the manner, in which the area specification of the administration has affected the cooperation, is indicated by the fact that it has come to good coordination and accompaniment of all formal specifications of the project. External specifications available, such as those of the project sponsor, but also internal processes, and those regarding the forwarding of information, and communication have been transparently and continuously accompanied, organised, and demanded. Particular crucial and constructive here was the work of BGZ, which worked on the task of coordination within the project.

5.1.1 Campaigns in the project proposal

The campaigns in the project proposal are allocated all combinations, which have led to the coming into being of the project proposal. This includes the specifications of the EU Commissions, and the specification of campaigns and objective targets of the project partners and their timelines.

5.1.1.1 Success factors

Since the partners were already involved in the application for the project, they were able to influence the design of the project from the beginning. A variety of campaigns arose from this, which gave the project a wide thematic spectrum. The proposal itself was made available to all partners following the start of the project, which in principle allowed all to see what campaigns were planned. Such transparency allowed room for cooperation between individual partners working in thematically similar areas. Such cooperation, also beyond the partnership, was the aim and subject of the proposal. The development of the Fair Trade Market at the Berlin Bazaar, and a joint TriNet Global Stand between EAP, Südwind, and EPIZ at the Wear Fair in Linz should be highlighted, amongst others. The free accentuating of the topics, and the design of the timeliness has led, in the partner organisations, to the TriNet Global Project being easy to integrate into the organisations' own organisational work processes. The communication of the Berlin partners

was uncomplicated, especially since all partners had already been in contact with each other for many years

5.1.1.2 Areas of conflict

The project proposal planned for a prevalence of the partnership in Germany from the start. All Berlin partners ensured uncomplicated contact. New partners (such as Hammershus and EAP) required a bit of time to establish relationships.

The active role of the city administration in all countries planned in the project proposal was only executed by LEZ as cooperating city administration. The remaining administrative bodies were less present and were partially represented by the similarly cooperating NGO. In the Czech Republic, this position was partially vacant due to the change of cooperating administration. This led to the topics of the LEZ being developed into a development-political cooperation within the partnership at the outset, though further potential is still to be capitalised on here.

The wide thematic spectrum of the project makes a strong identification with the project on the part of the partners difficult. A mutual "We" or "What" for TriNet Global could not be uniformly found in the course of the project (compare Krier, 2015). Thematic interfaces resulted from the project proposal. Through staggered treatment of these, however, the interface topic of Fair Trade could be mutually developed as of the third partner meeting. The same applies for the differing design of the timelines. Thematically similar campaigns were in part held at large time intervals, which made an exchange of information difficult, and also caused the overview for interfaces to become lost. With regards to project leadership and coordination, this led to displeasure since the achievability of the targets set out in the proposal came into doubt. Additional displeasure arose from the fact that not all partners had the same number of campaigns, but rather the number varied greatly. Above all, EAP and Südwind carried out a very large number of campaigns, which covered nearly the entire spectrum of project topics. Other

partners operated within individual topic areas, in which their campaigns were bedded.

An unforeseeable change of employees at various partners also caused problems. This led to delays in the project cycle.

5.1.2 Formal communication

The communication process defines the project reality to a great extent, wherein communication is not just the Skype meetings and transnational meetings, but also the written portion of the reports and the process of creating these. This section is viewed as formal communication since it deals above all with the communication means, which were part of the process of filing the project application. Formal communication was coordinated, carried out, and accompanied by BGZ.

5.1.2.1 Success factors of the cooperation for formal communication

What was crucial for the success of communication within the project was the assumption of the responsibility and role of project coordinator on the part of BGZ. BGZ moderated and recorded all formal communication formats and observed the framework conditions, such as the regularity of appointments, sufficient time specifications for deadlines and meetings, timely information, choice of information paths and media, and clarification of requirements for documentation and reporting. The records, together with the documentation, gave and 'actual status' of the project which was documented and visible for all (even absentees) on the project platform. The employees of BGZ were always contact partners for all demands and therefore acted as the centre of the partnership. The same applied for the supervision of the documentation obligations which were an intrinsic part of the project cycle due to EU Funding Guidelines.

The decision to have the transnational partner meetings take place in the partner countries on a rotational basis allowed the hosts to identify with the project, and gave the travelling partners an indication of the situation on the ground.

5.1.2.2 Areas of conflict within formal communication

The regular discussions within the partnership were performed by means of Skype meetings. However, this medium proved to be in parts susceptible to errors. For technical reasons, not all partners could participate in the conversation completely or regularly. This led to delays within the conversations, or the necessity to subsequently dispatch information if a connection could not be established.

As a EU-funded project, in which partners from various European countries cooperated, it was necessary to use a common project language. English was chosen as this common language but in some cases it was felt as an additional effort. This led, in parts, to misunderstandings and partial delays, though these could be mastered with regards to the project as a whole.

5.1.3 Formal relationship

The area of the formal relationship describes the arrangement, which arose or was produced by the establishment of the project partnership, the conditions of the EU Funding Guidelines, and the aims of this project. The allocation of tasks as well as the project structure stipulated a certain hierarchy. Due to the focus of the internal evaluation on the project structure and the cooperation, formal relationship models to stakeholders can only be sketched, and complemented with the results of the external evaluation.

5.1.3.1 Success factors for the formal relationships

The make-up of the formal relationship is based on the stipulations of the project structure. The hierarchy stated related above all to the existence and distribution of tasks of the coordination and project lead. Good and reliable organisation and forwarding of information ensures uniform implementation, which allows an active exchange of information. Orientation towards project aims and the project proposal offered transparent orientation for the partners at all times.

The regular exchange of information and contact between BGZ and all project partners via e-mail, telephone conversations, and the opportunity to

participate in Skype meetings ensured all project partners were involved in the process, and therefore created a reliable basis for the project framework conditions. The moderation of the partner meetings ensured a target-oriented working atmosphere, where attention was given to a fair and cooperative atmosphere from the beginning. BGZ also proved to be an attentive partner who attempted to fulfil requests regarding the arrangement of the partner meetings and conferences. For example, BGZ changed the organisation of the partner meetings from an event shaped more by reporting into discussion forums which were responsibly organised and moderated by various partners (in comparison, see the agendas of the transnational meetings of Bornholm to Linz). The importance and scope of the obligations to the EU were made available to the partners from the beginning. Through the supervision of the deadlines and forms, e.g. also of the visibility criteria, framework conditions were achieved for the project, which the project partners of TriNet Global have realised as a single project unit. As a result, the partners had the opportunity to formally view themselves as a unit, such as through the use of large banners at the Berlin Bazaar, or the Labs to Public events of LEZ within the framework of the Asia-Pacific Weeks 2015.

5.1.3.2 Areas of conflict of the formal relationship

One of the largest areas of conflict with regards to the formal relationship was the unclear perception of the rolls of single partners. The implementation of the double role of ASH as partner and internal evaluator was unclear and not resolved by on-going discussions. This lead to an increased occurrence of agreements between project lead, coordination, and ASH, but also with the partners at the transnational meetings, which have not delivered any satisfactory solutions for all involved, and have led to a slowing down of the cooperation with the internal evaluation (compare Krier, 2015). The city administration of Denmark, Czech Republic, and Austria were only present indirectly, they took part on single discussion forums or meetings as well as they supported the NGOs and the whole project in their region. Within the regular communication during the project they only have

been present in person at the kick-off event. Furthermore, individual partners were only actively represented in the partnership within individual campaigns, though these were increasingly entrusted with other tasks. The questions arising as a result of this regarding how far these partners were inside or outside of the partnership was only discussed in a rudimentary fashion. The same applied for the question of whether individual definitions and campaigns were now considered to be inside or outside the project. Therefore, the topics dealt with could not be fully integrated into the project, which led amongst others to the external effects of the project as well as the level of awareness of the same amongst shareholders having the potential to be better (compare ibid.).

Difficulties and misunderstandings in the definition of the roll within the project partnership existed especially for the LEZ and the ASH. Both were stipulated in the project proposal as partners, but also received tasks in the area of project lead and internal evaluation. The aspect of own campaigns defining the partnership therefore faded into the background and strengthened the focus on the second function. ASH in particular ended up in the area of conflict of the active partnership and became an evaluator who took up plenty of room for controversies within the project lifetime. In this regard, the external evaluation discovered, *"that ASH is found twice at the lower level [which] has surely something to do with the fact that they have only one real project activity assigned to them which entails an a priori reduced visibility. Apart from that this also reflects part of the conflicts that have been aroused through the internal evaluation activities."* (Krier, 2015)

The task of the BGZ was the coordination of the network activities and for this it had no own activities in the sense of the project proposal and get in result a special roll. The strong focus on the Funding Guidelines of the EU receiving a significant topic especially at the beginning and at the end of the project. Because of many questions and needed information from the project partner the Skype meetings and sequence of the partner meetings was shaped in many cases by the topics of documentation, and reporting obligations. Attempts were made to give sufficient room to the desire for a

greater orientation towards mutual debates with regards to content. Due to the fact that the formal requirements of the EU were maintained so well by the coordination department, they in fact possessed a quantitative imbalance within the overall project lifetime. This was deemed a burden by the NGOs that wanted to exchange more information on the topics of implementation with regards to content.

5.1.4 Interim conclusion for tips of the internal evaluation at the formal levels

One the one hand, tips from the internal evaluation for improvements result on the one hand from the results of the analysis activities, and on the other, impetus and tips are also hereby passed on directly to the project partners.

The local level of the project partnership refers to measures for each project partner. In order to ensure communication and a regulated exchanged of information, there should be sufficient technically equal and qualitatively high-value equipment available for each partner organisation. This should, where applicable, be equipped with similar versions in order to avoid additional organisation expenditure in the process of adjusting versions and media. This also includes the concerns regarding data protection laws.

For transnational projects, English is stipulated as the lingua franca. Employees of the partner organisations should have access to sufficient knowledge in writing and speaking, and should be able to fulfil documentation obligations in the English language. If this cannot be satisfied, it should be ensured that costs arising for translation services are already extensively provided for in the project proposal.

All partners must be aware of the scope of documentation obligations EU-funded projects have. These tasks shall not be tackled additionally and alongside the main project, but rather are an intrinsic part of the project working time.

The tips for improvements at the national level for the formal level predominantly address the design of the project proposal and its make-up. The conclusion of good mutual communication is the alpha and omega of a

successful partnership. Different organisations reserve different prerequisites for the mutual use of social media. So as to minimise frictional losses here, it is advisable to seek an agreement process for mutual, media-supported meetings as early as possible. Technical support is necessary and shall also be planned in the project proposal process where applicable. The leading and coordinating partners could plan in their own time budget that some of the other partners could need some more time for support.

For joint meetings, it should be borne in mind that the lingua franca of English will act as an additional burden on the workload of partners who are not native speakers. For every partner it was clear that the project language would be English but anyhow it is to recommend to include multiple pauses within joint meetings or to reduce the work orders.

Should there be an imbalance in one country where multiple project organisations are cooperating, the exchange of information amongst these is probably better than with the organisations of other countries. In order to promote good communication, therefore, it may be sensible to plan for travel costs for spontaneous coordination meetings in the project proposal. National meetings of several partner organisations should be accompanied by videoconferences in order to guarantee as much transparency as possible. Here there arises the problem that arranging these often spontaneous meetings cannot be predicted, and is therefore difficult to locate within the proposal process Therefore, it is recommended to sound out the possibilities available for creative solutions in the agreed process in advance of the commissioning of the project.

In the cooperation of various areas, it should be ensured that there is as equal a distribution of organisations in the areas as possible, e.g. one organisation from administration, science, economics, and NGO per area, and that all parties are actively involved with regards to content. This includes participation in direct and media-based meetings. Area-specific definitions, topics, and strategies can be developed mutually in this way, and have a sustainable effect on the overall project. The debate processes in this

regard will expand the spectrum of knowledge of all involved parties and will promote synergy effects.

For the sustainable promotion of the cooperation of various areas, it is also sensible to have all areas represented within the level of the partnership through direct partner organisations. In this way, the networks of all areas can be utilised, and must not first be established for a specific area, which is then focused on. In this way, BGZ had cooperation partners within the area of finance. These network partners were integrated by LEZ as stakeholders. Further potential is still to be capitalised on in the effect on the area of finance (compare Krier, 2015). This could be improved if organisations in the finance area were directly integrated in the partnership for each partner country. In order to increase the sustainable effect of the project, the term "stakeholder" should also be clarified within the level of the project partnership. Since there exist only very generally applicable definitions of terms, e.g.*: "A person, group or organization that has interest or concern in an organization."* (BD, 2015), it was not overly clear for either evaluation what level of effect the overall project has (compare Krier, 2015). A definition of stakeholder groups would also make the success of the overall project more transparent for the partnership.

The multi-faceted nature of the project has placed various challenges on the cooperation. For subsequent projects, which are meant to promote the cooperation of various areas and deal with a varied range of topics, it is advisable to establish umbrella topics and to cluster tasks. In this way, a transparent structure can be created for the project, which also allows the project partners to place their own activities in a general context. Project cohesion could be promoted as a result. This structuring action should be performed before submitting the project proposal and should be clarified with all involved parties. At the start of the project, the project aims could then be differentiated with regards to content in order to create interfaces for a joint cooperation. This requires time for joint agreements, which should also be included in the planning and design of the project proposal. An aim here could be finding synergy effects.

The discussion of a joint umbrella term could also be used in order to reconcile expectations and targets. This would also help to reduce area barriers and prevent misunderstandings. This establishing of a meta-structure for the project should be carried out responsibly for the project. In transnational projects, it may be sensible here to define a responsible party for each country. This party could then also be responsible in the project proposal phase for coordinating mutual work packages from various partners in different countries in order to make joint work possible simultaneously. Such coordination would have to be planned with the party's own full-time equivalents, and could also ensure that tasks and targets are distributed equally within the project landscape. This can reduced or even prevents situations of over-burdening in phases of increased documentation obligations. When drawing up the proposal, care should be taken to ensure that additional burdens resulting from cooperation in the project could be absorbed by additional areas. Full-time equivalents should also be planned for the documentation obligation. This is necessary above all for those organisations, which do not have access to their own administrative apparatus. Without this care, the compulsory documentation obligation in EU-funded projects will be charged to the practical work with regards to content. In connection with this, it is advisable for the main author of the project proposal to send reference lists for the additional organisational expenditure of EU reporting to all partners, though above all to clear up matters for those organisations that have not yet worked on such a project. The European Commission offers various tips here (compare EK, 2015), and there also exist various events on the topic of EU funding which it is possible to participate in.

Before drawing up a proposal or, where applicable, at the beginning of the project, the partners should be clear on what legwork they have to do regarding internal and/or external evaluations. This should be put down in writing where applicable.

For the international level of a project partnership, it is also recommended to reconcile central definitions of terms, expectations, and targets, and to clear

up what attitudes the individual representatives of the area specifications have regarding the mutuality and partnership of the project. Furthermore, time frames should be fixed both for formal and thematic, content-based communication. Both communication levels are equal in value and it should be possible to treat them separately so that neither is disregarded by the other.

At the level of the EU Commission it is recommended that a double role of internal, supervisory evaluation and practical working project partner is difficult to implement. This combination in fact also has advantages, since deeper insights into the informal relationships arising can be gained. However, this is also exactly where difficulties lie for the partnership in recognising when the internal evaluation is working and collecting information, and when not. This leads to opacity of work and hinders trust. This constellation has lead to the second role of the active project partner also being affected and the networks in the partnership not being able to be used. Since projects, which are intended to promote the cooperation of various areas, are influenced in particular by communication barriers of the area specifications, it should also be possible to allow time for moderation and clarification of problems in proposals.

In order to prepare project partners who have not been able to gain as much experience in EU-funded projects for their comprehensive documentation obligations, training formats should be kept as low-threshold formats in the initial phase.

5.2 Discussion of content level of cooperation

The content level deals with topics which go beyond the formal cooperation and which are ultimately shaped by the area specification of the NGOs. Informal aspects and content-related discussions outside of the contractual development relationships have a significant influence on the project. So as to allow reference to the structural level, a similar grouping was chosen here. Fundamental and strengthened towards the middle to end of the project lifetime, group processes have led in part to stable personal or friendly

relationships, above all during the transnational partner meetings. These have influenced communication within the project positively.

5.2.1 Informal/personal relationship

From a purely analytical standpoint, a difference is draw here on the one hand between an informal and a personal relationship, wherein an informal relationship is understood to be all combinations, which arise outside of the formal relationship, and which can be seen within the context of the project and its lifetime. This type of relationship is one step further outside of regular, formal communication, which is a codified part of the project proposal.

5.2.1.1 Success factors of informal and personal relationships in the cooperation

An important factor for the occurrence of an informal or personal relationship was, in part, the transnational meetings held several times a year, but also the trip to Ghana, although not all partners participated in this. These were the most important prerequisites for a personal exchange of information and the establishment of relationships amongst the project partners. The rotating nature of the events allowed varying topics to be highlighted, and also offered a platform for discussing partner's own attitudes and possibilities for mutual work. Moreover, it was possible for partners to build up their own picture of the nature, size, and framework conditions of the partners on site.

A further advantage of the partner meetings was the mutual organisation of time in informal settings, such as breaks between work phases and joint evening events. These decisive conditions for the establishment of a personal relationship existed in particular in the time spent together in combination with sleeping and working in close proximity, as was the case during the partner meetings in Bornholm and Linz. This was expressed approximately halfway through the project's lifetime at the external evaluation workshop in Linz, and the following meetings placed a stronger emphasis on this. In the course of this, good, stable personal relationships arose, in part, amongst

the project partners during the project lifetime and these relationships were able to bridge even difficult times.

5.2.1.2 Areas of conflict in informal and personal relationship in the cooperation

The enormous spectrum of project topics scarcely allowed the project partners room for thematic intersections, and therefore allowed for less direct personal exchange of information regarding implementation of content in the initial phase of the project. In connection with this, the coming into being of the informal relationship was delayed at the start of the project. The first three partner meetings (half of the project lifetime) were predominantly defined and structured by the formal accounting processes of the EU. Room for exchange of information and communication regarding implementation of the campaigns from a content perspective was not given as much attention. The content-based work of the project therefore get a little in the background.

Thanks to the concentration of the project partners in Berlin, additional partial meetings were held. The other partners would have been able to come, had sufficient means been planned for.

5.2.2 Informal personal communication

Informal and personal communication should be understood here as all communication formats which are used before, after and during the formal formats and meetings. Here, the authors differentiate between informal communication that relates to the project from a thematic and content perspective, and purely personal communication, which is not thematically bound to the project.

5.2.2.1 Success factors for informal and personal communication

The partner meetings already mentioned are equally success factors for informal and personal communication that, in part, is based on the presence of just such a relationship. The 10-day trip to Ghana at the beginning of the second project year indicated a remarkable improvement at the personal relationship level, which also significantly altered the atmosphere at the

work meetings. The greetings became warmer and breaks were mutually used more actively.

On the other hand, this cooperative association led to the project partners broaching the issue of their requirement for more content-based communication during the transnational meeting, and the project coordinators fulfilling these requests (see also result of external evaluation). As a result, the meetings were in line thematically with examples from the partners and were moderated by individual partners. For this, an exchange of information amongst partners took place several times. The knowledge of the project coordinators and the project lead surrounding the significance of an informal communication level led to attempts to expand this to other levels and media. The designing of a project platform for information exchanges should promote more flexible and transparent communication. The same also applied for the creation of a Facebook profile, which, as a communication platform, should incorporate the working levels of the partners in a more low-threshold manner.

Communication within the partnership was also improved by the fact that the newly arrived employees of the partner organisations were able to integrate into the group well, even at a personal relationship level. Here, it was also of benefit that all new employees had already gained professional experience in various organisations of various corporate areas. Regular communication led to the idea of a joint event calendar being drawn up within a mutual discussion, which made the campaigns of partners more transparent for others.

5.2.2.2 Area of conflicts in informal, personal communication

The stipulations of the project proposal regarding formal communication were implemented during the project lifetime in a prioritised fashion, which led communication to end up in the shadows to a certain extent. A mutual proportion of both communication forms, however, could only be conditionally found within the partnership, especially halfway through the project, since the priorities turned out to be quite diverse (compare here the

agenda of the Transnational Meetings of Bornholm and Berlin 2014). On top of that, the partnership wanted more focus on content sharing at halftime of the project, towards the end of the project period more focus on the formal billing practices. Emphasis was placed again and again on the fact that all partners should endeavour to communicate informally more often. Individual partners, above all those who carried out a large number of campaigns, greeted and shared this desire for more communication, though also stated that they themselves would be able to participate less if at all due to a very high excess of work (Verbatim log EAP on Drawing up of Network Cards).
The demand for discussions and negotiation processes with regards to content, however, was expressed in a non-specific fashion. It remained unclear in whose area of responsibility this lay. Here, there were attempts by the project lead to delegate this task. However, since this was dealing with an additional function, it could not be delegated. Responsible contact between partners to discuss content topics was rarely taken up until the second half of the project lifetime. During the transnational meeting in Linz, the responsibility for improved communication was traced back to each individual party. This led to all necessary thematic adjustments at the formal level being sustained responsibly by BGZ. The sustaining of content-related bundling was only partially performed for the project, which caused a blank position to remain. The external evaluation worked out several aspects as blank positions. *„At the core of them are different aspects related to the underdeveloped project identity. The lack of common activities and the missing "we" are being deplored"* (Krier, 2015).

5.2.3 Interaction and content level

Based on the effects of well-functioning communication and existing relationships amongst each other, the levels of interaction and the mutual shaping of the project also developed. A mutual "We" and "Where to" were some of the factors here for the dynamism which was also reflected in the development and execution of campaigns.

5.2.3.1 Success factors of the interaction and content levels

The change at the relationship level, which shaped the project in its second half also lead to increased interaction that being tangible. The existence of informal and personal relationships allowed for a better exchange of information, as additional tasks could, in part, be taken on more easily. Within the conversations, individual partners also found commonalities in their work that went beyond the formal conditions of the project. Interfaces, which generated mutual behaviour as partners, were found above all regarding the topic of Fair Trade. The relationships that had been built up over the course of the project led to several partners in the project being represented at the Fair Trade Market at the Berlin Bazaar. A direct, mutual appearance developed at the Wear Fair in Linz, where EAP, Südwind, and EPIZ held a TriNet Global Stand. This example shows that a well functioning cooperation on a mutual topic can offer a good platform for change processes, which can then also have a sustainable effect during the project.

5.2.3.2 Areas of conflict at interaction and content levels

Not all partners were able to integrate themselves into the project with its thematically focus, and as a result a mutual course of action was made slightly more difficult. Consequently, individual campaigns, such as the Asia-Pacific Week of the Political Summit in Bornholm, became more stand-alone events than mutual campaigns.

The majority of the partners have build a good to very good personal relationship with each other, however technical work barriers could not be wholly overcome, which caused the cooperation to remain formal in these cases. This applies above all to the concern surrounding the use of social media, which was regulated by a few organisations. The attempt to establish contact mutually via certain media channels remained only partially utilised here. The idea of conducting mutual communication outside of the partner meetings was moreover defined as additional work, so for example the communication via Facebook. At the beginning of the project there were some ideas like the mentioned Facebook profile or a TriNet Global Newsletter

but because of a lack of time and some communicative hindrances (language barriers, unstable relationships, area specifications) this ideas became al lower priority.

5.2.4 Interim conclusion for tips of the internal evaluation at the informal levels

At the local level of the informal cooperation within the partnership, indications arose for informal communication Here, the authors refer in particular to the personal exchange of information on the project, which subsequently lasted beyond the project, with other partners or stakeholders in informal settings. Undoubtedly, this aspect is a significant guarantee for the success of relationships, which can subsequently provide sturdy supports for projects. Here, the authors are also assuming the location, at which innovations may arise (Böhle and others, 2012). Challenges for TriNet Global in the building up of relationships within the partnership, in relation to the results of the internal evaluation, can be assumed at the following points:

1. Existing communication barriers, which exist within the cooperation of different corporate areas. The presentation and discussion of these could have had a further positive effect on the project.
2. The unforeseeable personnel changes at several partner organisations led to relationships having to be built up again from scratch. Solid informal relationships were not able to be established in every combination, and in part remained at a formal level.

The particularly positive effect of good personal relationships proved itself at later stages of the project cycle. Formal work processes, such as, in part, campaigns running in parallel which are connected with a high organisational and workload, led to informal aspects gaining further in significance. Communication in general, as well as informal communication in particular, should therefore be seen as equally important success factors. Promoting these is only partially a part of the individual work process, and

they could also be positively influenced by the creation of framework conditions. The personal exchange of information, as well as the opportunity for conversations, should be considered from the beginning, wherein space and time should be planned for this purpose, and financial means provided where applicable.

The cooperation in the TriNet Global Project has shown that differing knowledge from the area specifications due to, for example, differing professional experiences, has helped to build up communication barriers. In the knowledge surrounding a partner's own approach and the strategies of other area specifications, resources are seen, which make partners' own actions more effective.

EU-funded projects are subject to their own formally arranged approach. It is worth understanding and learning to use this approach. Exchanges of information on "creative" solutions may be of benefit here. This also includes the adding of "time barriers" to the project proposal in order to absorb the shock of peak periods of documentation obligations. At the informal content level of the project cooperation, the quality of a project is not substantiated by the quantity of targets reached, but rather by the innovations, which cannot be listed in the proposal. For this purpose, it is preferable to plan for fewer targets from the beginning so as to have more space/time available for a joint learning and innovation process.

At the national level of the informal cooperation within the partnership, "creative" solutions for establishing more time for an informal exchange of information, more mutual meetings etc. seems sensible, and should also be prioritised at the level of joint project coordination. Although difficulties are apparent in explaining this to the EU Commission in the project proposal, it is considered to be sensible to be able to hold more and also spontaneous transnational meetings in a project lasting several years. It is recommended to allow room for exchange of information amongst the partners as well, and for important new stakeholders, even if other obligations of the project are considered more important. This also includes rooms for discussions on joint campaigns. The question of whether longer meetings lasting three to four

days would have the same effect remains to be clarified. On-going work processes, which are not related to the project, could then end up at a disadvantage. Here, it may be sensible to try out various formats of joint meetings, as no project group functions the same. Moreover, differing formats create variety and offers new motivation.

The most important tip is that there would have to be a responsible position for the bundling of topics from a content standpoint. For this purpose, there should also be a complement of posts within the project proposal, which can also act as contact persons for content-related and informal processes. These posts should identify with the various area specifications so as to be able to moderate in case of communicative barriers. They shall be seen as central positions in order to allow for informal, innovative learning processes, and to promote the conditions of these. This greater focus on mutual and innovative work should be planned for during the drawing up of the project proposal itself, and be initiated more vigorously at the beginning of the project lifetime.

It is also considered sensible for the various targets of the projects to be discussed again and again at the joint meetings in order to promote a mutual approach of various areas. Only when it is clearly understandable why each target is being pursued can area-specific barriers also be overcome. The same also applies for the definition of seemingly identical topics, which where applicable, are performed in areas with varying expectations of targets. Here, interfaces would have to be clarified. For thematic interfaces missing initially, it is recommended to bring in general topic areas, such as sustainability, as meta-topics in order to bring the project partnership under a joint umbrella from the very beginning.

So as to prevent partners from burning out, and in order to maintain motivation for the project over a large distance, it may be sensible to plan for a position responsible for training documents for EU projects or workshops, and for an exchange of information, which can deal with questions such as: How do I handle EU-funded projects? How do I write a proposal? What do I need time for? How do I build in placeholder functions?

At the international/EU level of the informal cooperation within the partnership, the results of the internal evaluation have shown that there should be more time, space, and money right from the beginning for a direct exchange of information in the case of international projects lasting many years. The promoting of informal relationships can lead to informal learning processes. From this, it is assumed that these could lead to innovations. However, there is no guarantee for the effectiveness of informal learning processes. A quantitative (success-no success) billability, such as is to be found in the area specification of the EU Commissions, cannot be issued therefore. The same applies for the placeholder function for spontaneous meetings, which could lead to more informal relationships.

Although the EU already offers much material in its download area, the development of a EU understanding of the project should be further promoted so as to be able to actively deal with the conditions.

6 Conclusion

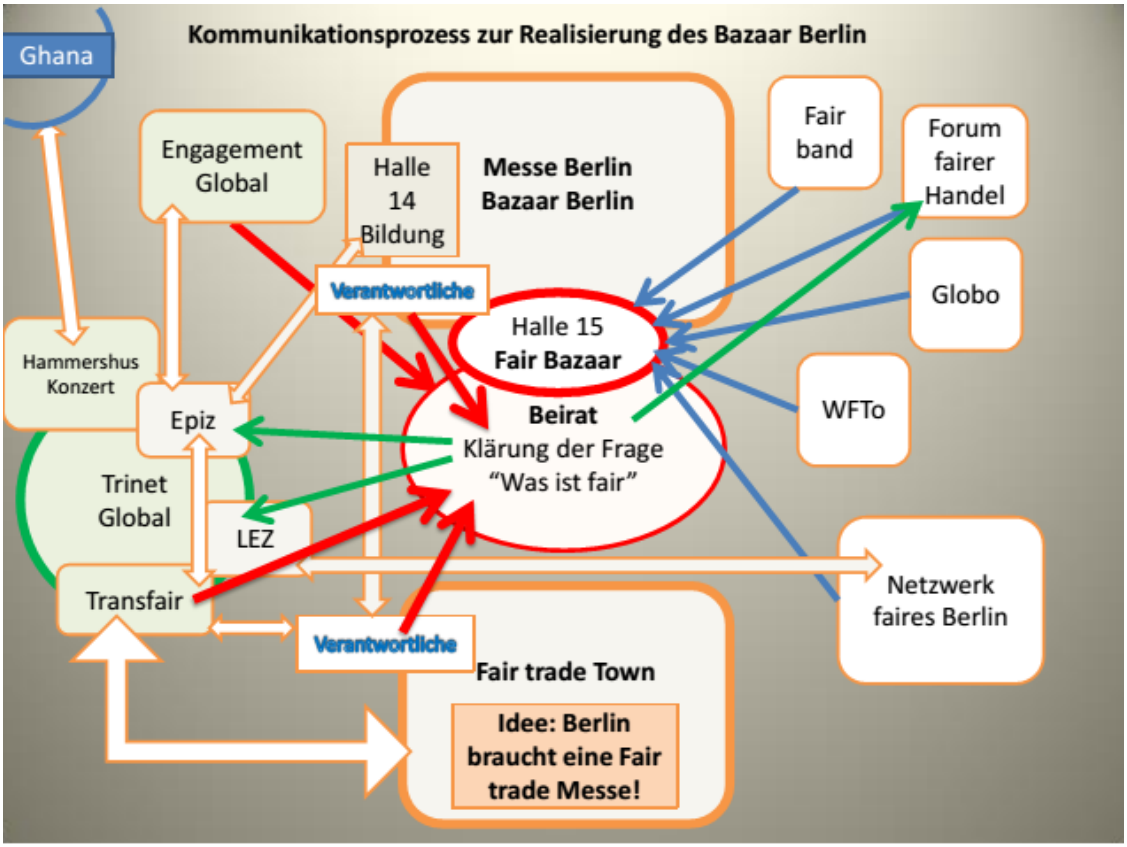
The TriNet Global project has run successfully overall, the high level of motivation of project partners and their extensive engagement within the project allowing targets to be met, but also establishing cooperation extending beyond this, e.g. partners from Denmark and Ghana were involved at the Berlin Bazaar and partners from Denmark and Czech Republic were involved at the WearFair in Linz thanks to the co-operation of project partners. This allowed new contacts and synergies to be created.

Based on the analysis results of the internal evaluation, the discussion of the various strategies of the area specifications was very fruitful, though could have been applied in a rudimentary fashion within the project lifetime at the very beginning. Challenges were presented to the project and within the communication of the project partnership as a result of the different specifications in the areas. Success criteria and targets were evaluated differently in different areas, which led to discussions, for example, arising within the accounting process of the EU which were clogged up by deviating

expectations. These differences could only be discussed in the preparation stage, however.

The most important research result turned out to be the fact that the characteristic specifications within the areas are also consistent across national boundaries. Country-specific differences carry less authority. This statement can be interpreted within the framework of the internal evaluation for the project room. The expanding of these statement non-European countries requires further research. In the results of the internal evaluation, indications are given that a greater focus on area-specific commonalities and differences in the cooperation of different areas, such as administration, finance, and academia, would be sensible. This shall be explained in more detail for the activities of the overall project based on two examples.

The first example shows the communication process for realising the first Berlin Bazaar on the basis of a network country card (Fig. 6) Within the traditional trade fair for promoting the opening up of the European market to so-called emerging markets, a hall was able to be erected for fair market producers thanks to the engagement of TriNet Global. On the one hand, the card shows that TriNet Global outside of Europe could also make cooperation possible.



Source: own research

Fig. 6: Network card for realization of Berlin Bazaar from TransFair perspective

Legend: Actors with red arrows have direct influence and voting rights. Blue arrows must be heard, whilst green arrows are informed of the process cycle.

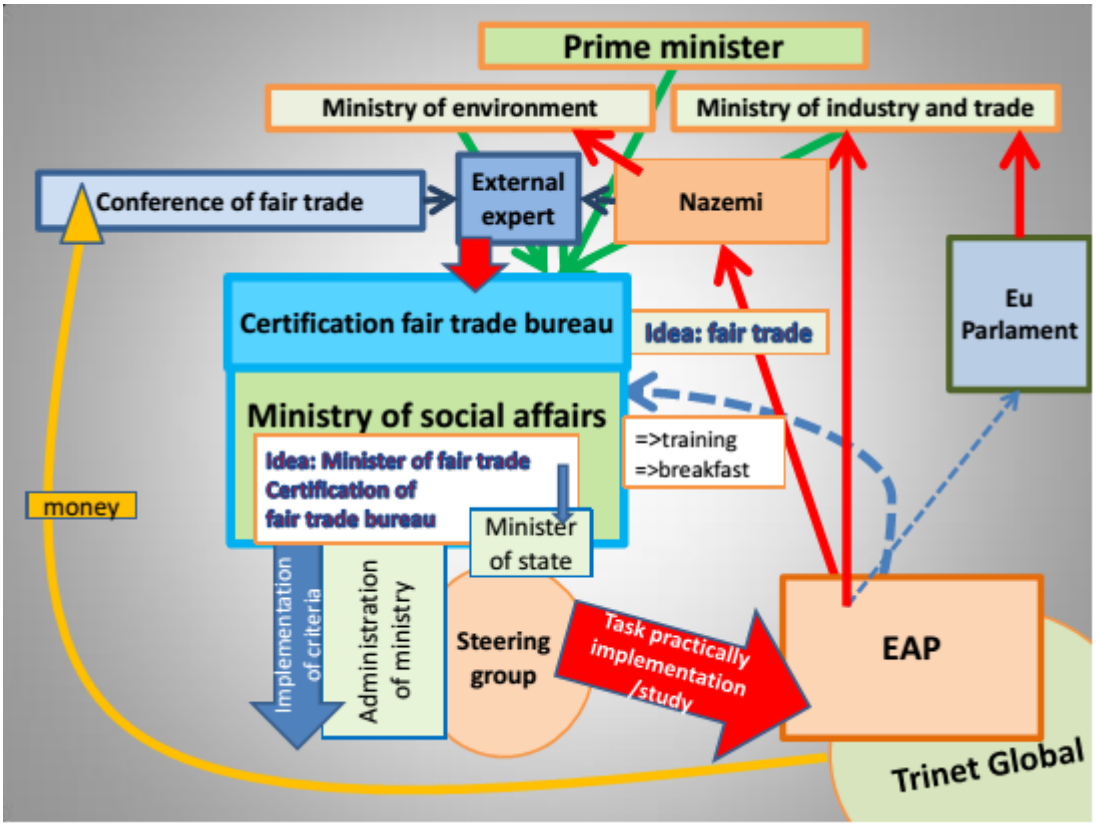
This confirms the innovative nature of the project and its reach beyond Europe as well. On the other hand, one can understand how different NGOs and the area of finance cleared up the question of what should be indicated as fair in the course of the discussion, thus allowing them to achieve a good cooperation. This makes it clear that is very important to understand and be familiar with the effective mechanisms of the area specifications in order to optimise one's own strategies, and make projects such as TriNet Global sustainable.

Within the partnership of TriNet Global, various aspects of the concept were presented, amongst others the certification of products and production

channels, and it would be possible to generate a mutual strategy between administration and NGO within a discourse.

From the administration and finance specification, a verifiable and billable measurement, such as the FairTrade seal which enjoys a high level of public awareness, is more easily accessible since it makes use of its pattern of understanding. The interface used here cannot, however, be transferred in full to the area of NGOs and institutes of higher education which weight other criteria more heavily. In the example shown above of the network card of the Berlin Bazaar, this obstacle was overcome, in that the sole definition of the TransFair labelling organisation was in fact attributed significant weight for clearing up the question of "What does fair mean?", though this was reconciled with the attitudes of other NGOs. For this process, a committee was especially set up in order to smooth out various definitions and expectations in a discourse. The communication difficulties normally characteristic for a coming together of the area specifications did not have an effect here. This was due above all to the fact that different definition interpretations regarding the use of FairTrade products were not possible. Misunderstandings, which arise due to different strategically orientations, were excluded as a result. In cases supported in other ways, this would mean for communication that different, area-specific patterns of understanding come into conflict with definitions of terms, wherein same or similar sounding concepts, but also expectations of success criteria, and the nature of the cooperation within various areas, would have to be reconciled with deviating meanings. These definitions were not compulsorily discussed directly, however, instead not emerging until execution. Here, it may come to obstacles in communication, such as restrained contact on the part of project partners. Moments for the shaping of joint innovations may fail to reach their potential as a result.

An equally good example is the process of certification of the Ministry of Labour and Social Affairs in Prague as fair trade office. From this example it is clear that observing the strategies of the various areas led to targets being fulfilled in an optimum manner (see Fig. 7).



Source: own research

Fig. 7: Network card for certification at FairTrade office of Ministry of Labour and Social Affairs, Prague

Legend: blue arrows indicate personal contact, red arrows indicate direct influence, green arrows mean contacts additionally activated in the process.

In the results of the internal evaluation, such as in the analysis of the process surrounding the certification of the office of the Ministry of Labour and Social Affairs in Prague, the significance of the area specifications for the cooperation of different areas can again be understood, and success factors exhibited. The areas of NGO and administration are involved in the process. The broadening of the level of awareness of FairTrade products was a primary target in the strategy of the EAP NGO. The placing of the topic at a publicly active post was possible thanks to the fact that the Ministry of Labour and Social Affairs was already interested in the topic, and saw the advantage for itself of winning over a large portion of the public through a certification. The different strategies influenced each other such that obstacles could be overcome. This, together with partners' own contacts,

ensured a pervasiveness right up to the Minister Mrs. Marksova. The Ministry of Labour and Social Affairs fulfilled more or less all the conditions to obtain the certification of FairTrade office but the Ministry was not awarded yet due to the misunderstanding amongst the Czech FairTrade coordination team (EAP, Fairtrade Czech Republic and Slovakia and NaZemi. Nowadays, the certification is still open issue and the Ministry starts some new activities to finalise the process and to involve as well other institutions in its influence area (like Labour Office). Certifications possess great prestige for the area specifications of the administration since they stand for trust, and have an outward effect, just as public events do when accompanied by respected experts.

With knowledge surrounding the effective mechanisms of the area specifications, the efficiency of similarly or identically supported projects could be increased. This would have effects both at the level of the partnership and in the direction of the stakeholder groups. It is therefore necessary, in particular for projects such as TriNet Global, to plan for sufficient time for direct, on-going, personal exchange of information processes, such as for the clearing up of terms, expectations, and success criteria whilst drawing up the project proposal. This applies above all for projects, which act in the topic area of sustainability. The multi-faceted nature of this term is beneficial here on the one hand for the cooperation of the areas, since all areas exhibit high connectivity for partial aspects, and on the other hand the obstacle factors of the area specifications apply. Alternatives to personal encounters through social media, or telephone and Skype conferences, can only be used in a restricted fashion for this purpose. The demand for more mutual space and time for the partnership should also be observed in the proposal criteria of the EU Commission, e.g. travel costs for spontaneous meetings. Clarification processes require a resilient relationship level of the partners, which can only be established in direct contact. This was also an important success criterion in the partnership of TriNet Global. The joint project trip to Ghana led not only to new impressions but also a good relationship level. Exchanges of information

regarding the content of the activities took place on several occasions from the second half of the project lifetime and following the third transnational meeting. Above all in the initial project phase, the resolving of area-specific obstacles could be helpful.

The topic of Sustainable Development has proven to be particularly compatible for the TriNet Global project and in particular for the cooperation between the different areas. All areas analysed - administration, finance, academia, and NGOs - already possess a high level of sensitivity for the topic and have already partially integrated it into their models of conduct. Here, it is possible to recognise an opportunity for the cooperation to develop mutual targets in the area of sustainability. The size of the concept has, for TriNet Global, allowed all partners to find room to identify, which allowed them to locate themselves in the project. The outward address based on the concept made the integration of larger network possible. This advantage, the far-reaching sublimation under the concept, should not, however, belie the necessity for a discourse. In the specification of the concept for the direct aims of the project it is necessary to focus on individual sub-topics. For TriNet Global, topics such as Fair Trade, Fair Procurement, and the Development Cooperation have excelled. Nevertheless, it can also be seen here, such as in the example of the Berlin Bazaar, that a discourse is necessary in order to reduce misunderstandings. The significance of the mutual defining of terms is evident in the area specifications, on which the models of understanding are based. The promoting of an exchange of information between the areas therefore exhibits great potential.

This exchange would have an equally positive effect in the cooperation with stakeholders. The TriNet Global project defined, above all, economic actors and in particular SMEs as target groups. Here was the compatible CSR concept, which can also be identified as a sub-topic of sustainable development. SMEs generally follow the designed area specification of the finance area, which was analysed based on the DAX 30. However, due to the size of the company and, in part, personal concernment of the financial actor, e.g. through autonomy, many further personal aspects influenced the

models of understanding and conduct. For the mobilisation and address, this means that the topics must be formulated specifically for target groups. Following initial mobilisation, the discourse will also begin to play an important role here as it will allow the stakeholders to get involved, which was also stated as a tip in the external evaluation.

Within the project activity, it became evident that NGOs in particular work at very effective intersections here. This knowledge was accommodated for at the end of the preliminary research period by the fact that NGOs were analysed as their own area and included in the evaluation. Since NGOs exist as representatives of civil society, this area is very heterogeneous. Although further research is still required in order to strengthen the overall picture, the internal evaluation already offers extensive tips. In essence, NGOs are allocated to a third sector, alongside the state sector and the market sector, which represents an area between state and market, and describes an environment, in which neither profit nor sovereign administration is the issue. This means institutions which are *"not for profit"*), the so-called NPOs (Non-Profit Organisations). This also includes the NGOs of the project partnership.

NGOs, as well as the project partners within the project work to a great extent on the practical handling of the topics. They are therefore in direct contact with the various actors, and possess or expand networks. The promotion of the cooperation with this area offers great potential. However, it must be kept in mind here that they exhibit a different organisational form than administrative bodies, institutions of higher education, and corporations. Stipulations through promotions partially carry much more weight, since the working expenditure is already very high. In order to promote the cooperation of the areas of finance, academia, and administration, it is therefore necessary to not only be familiar with and strategically utilise the effective mechanisms of the area specifications, but also to take into account the area specifications of the NGOs. The strong presence of the NGOs, as well as their important contribution to the success of the project, could be elevated here through direct mention and

arrangement thereof in the project: "TriNet Global – Local Authorities, Business Sector and Universities as Agents for Change"

7 Perspective

A part of the internal evaluation was to give a feedback to the project partner and to compare the results and recommendations with their specific experiences. Many project partner from TriNet Global work for a long time in the field or in a section of development cooperation. To transfer the advices and recommendations from the research results of ASH to other areas and projects, during the last transnational meeting the approaches were discussed with the project partner and broaden by their experiences of the practical work. She following text includes the recommendations and experience of this common discourse and so the whole partnership of TriNet Global.

Working with development issues formed an important pillar within the work of TriNet Global. Especially for the topics Fair Trade, Fair Procurement and the approach of corporate social responsibility the cooperation structures within the project show very good connecting factors. In these fields it could be observed that new actors with new forms of cooperation appear in the traditional work of development cooperation. For this it becomes very relevant to regard the specific cooperation and working forms of the different areas, for example the business sector, the administration and science, especially because the participation of the partner has a high status for the political development cooperation. But above all, it is hoped that with the inclusion of these new and versatile perspectives in the cooperation a great potential for innovation and change processes go hand in hand. In this point the project TriNet global has the experience that especially a regular exchange without a defined result helps to reduce misunderstandings. It is also useful to involve moderation especially by critical topics.

7.1 Recommendation for cooperation with administration

For the project TriNet Global administrative actors plays a major role. On one hand as the project leads they had an important part inside the project partnership and on the other hand they were central stakeholder. To understand the logic of this area it is to take in mind that the administration is organised traditional in a hierarchical way. This is important for the decision on which level of this hierarchy the cooperation should take place to establish an accurate connection to the correct contact person.

The administration voting procedures are structured hierarchical and formal, this is a great difference to scientific actors and NGOs. In project related processes they can decide more autonomous and flexible. For this the question came in at which level the cooperation with the administration should be started, as a project partner or as a stakeholder. Within the Project TriNet Global it became clear that, especially at the regional level of administration and for the topic Fair Trade a bottom-up strategy is very effective. This stems mainly from the fact that in Europe relations between the administration and NGOs at that level already exist. Based on this also new cooperation to other areas could be developed and expanded. For the topic Fair Trade it could also be found out that it has an extremely connectivity for the cooperation between administration and the business sector, because it has formal, countable and transferable criteria. These criteria could very easy be accepted by the logic of their areas. In the cooperation between the different areas of the project, as well as based on the experiences of the project partner of TriNet Global it could be said that concrete and elaborated proposals, like the Fair Trade Shopping Guide are very good starting points to overcome communication barriers. In addition certifications proved to be well accepted as so also to be a good basis for cooperation with the administration as a partner or a stakeholder.

In the project work of TriNet Global it also became clear that the communication barriers however exist. But in respect of the diversity of the other areas it could be learned to overcome this barriers. For this in the discussion during the transnational meeting it was made a distinction

between indirect communications (via intermediaries) and a direct cooperation. Many of the project partners of Global TriNet have many years of experience in working with administration or are part of this area. Indirect communications, for example through personnel from NGOs make sense if new aspects should be introduced in the cooperation or if a direct cooperation with the addresses part of the administration has not existed before. The intermediaries take the important role to establish a connection to the administration. A very important result of this is that within the lobby processes the contacts of NGOs must be personal to make the communication barriers as low as possible.

For the direct cooperation it is to advertise that administration should be involved directly in the activities. To come in contact with these direct processes of communication and get the experience helps to get a feeling of the different ways of thinking and working in the different areas. This in turn helps to create a common working basis and overcome barriers of language effectively. For the beginning of the cooperation or the first contact with administration it is to clarify what part they should play inside the cooperation and how, in respect of their scope. For example if new topics should be integrated it is to reconcile to which agenda of the administration they could be summarized or in what way they have to be adapted. This is very important because otherwise the topic could not be included in the existing catalogues of administration and so the innovative potential stays unused.

For this the following points can be formulated as concrete suggestions:

- The internal logic of administration is to be considered in the cooperation.
- Time and capacity to get to know each other and within the working process should be used to effectively and be planned.
- It makes sense to have and develop an idea of the common cooperation.

- To find the correct contact person it is important to find and choose the correct level for cooperation.
- NGOs should be considered as intermediaries and interfaces with their wide networks and experiences.

7.2 Recommendation for cooperation with the business sector

A main target group of the project work was the business sector, especially small and medium enterprises (SMEs), which should be won as stakeholders. The economy area is very heterogenic; especially the size of the company and their orientation on the market makes a great difference. Large and global companies use other scope and have another focus in their development cooperation goals than maybe SMEs. The business sector plays a very important role for the objectives of the development cooperation because it has a decisive factor for the reduction of poverty in the southern hemisphere, especially through the concepts Fair Trade and CSR. Positive long-term effects can be created through a joint strategy and a good constellation in the relationship regarding the cooperation between the different areas.

However, the criteria for success and the expectations from the position of an economic logic differ from the logic of other areas. For the overlapping fields of development cooperation this means that issues like Fair Trade were interpreted differently in a strategic way. Regardless of the social responsibility, which gets more and more importance for many companies, they have a prior responsibility for the preservation and profitability of their own company. Regarding this fact it is important to highlight the advantages for the company in the first contact and the cooperation with a business actor. Again, the calculability, the transferability and the visibility are advantages and so they have a great importance for the preservation and expansion of the company on the market. Therefore certification, for example for products or for companies are very connective for the business sector. From the project TriNet Global the recommendations and discussion points could be formulated from the field of Fair Trade and in parts CSR.

For example it became clear that in the different areas also for these concepts exist different definitions, which changes the focus on the understanding what is social fairness, ecological fairness or even regional fairness. In this context for the economy it is important if, for example, that the producer and sellers in the European economic region are sensible for the concept Fair Trade and how the sensibility could be strengthened. In fact, in Europe the concept of Fair Trade competes very strongly with topics such as biological and regional crops. The ecological and environmental movement and such movements with a focus on rationality also influence the consumption behaviour of consumers. It became clear that in Europe the connectivity of these concepts are better by economically well situated and well-educated consumers, because there is still a financially difference between fair traded products and conventional produced ones. Therefore the focus of economical actors lay on the increase of the attention on the quality of Fair Trade to strengthen the attractively and the consumers interest on this products. The importance of Fair Trade for the economic actors correlated with the relevance of the concept for consumers. A higher awareness, which coincides with a higher consumption, promotes the attention of the business sector for this topic. For a social awareness it is important to integrate develop cooperation issues in school education that takes into account global interrelationships. Fair Trade is only one aspect of development cooperation and a point of contact with economy or the cooperation between the business sector, administration and science. Also here it makes sense to start the cooperation with the business sector with a clear idea to reduce misunderstandings.

Especially the municipalities have good contacts and experience in working with economic actors. The disseminations of these experiences for instance by best practice examples would be a good support for the work of NGOs as well as for the activation of other companies. From the experience of the Austrian project partners it could be concluded that Fair Trade and economic endeavours have good interfaces with lasting effects and that the

cooperation could take into account the needs of the different areas. However, in the cooperation these interfaces must be checked and adjusted if necessary. Because administrations already have some good networking with the business sector, it would be desirable that became more active to anchor development policy issues in this area. But the formats and objectives need to be adjusted because the direct working with development cooperation issues and lectures do not fall sufficient enough in the entrepreneurial focus. It would be better if the learning opportunities were more hidden, so for example irritations could provide meaningful learning opportunities.

From the discussions during the transnational meetings the following points can be formulated for the field of economy:

- The responsibility of a company is the preservation of the company. This is to take in mind with a particular relevance by searching interfaces with this area
- The administration has already a good network to economic actors, which they could use more active
- Fair Trade and CSR provide good links with the business sector. However, it is necessary to consider social conditions
- The sharing of experiences and networks in the cooperation with the business sector could promote the work of NGOs exceedingly
- It is important to enable other economic actors, for this it is necessary to find and create adequate formats

7.3 Recommendation for cooperation with scientific actors

Scientific actors like Universities have a great impact on future generations, which may appear as “Agents of Change”. Because of their working field in the generation of knowledge and the critical analysis of concepts scientific actors plays an important role for development cooperation. Through their impact on the educational sector they are also very central actors for social changing processes. Within the project TriNet Global they were project

partners as well as important stakeholder. Since also for the area of science there could be found specific logics, it is to differ if the first contact or the cooperation should be with a university or with an individual actor from the scientific community. Universities have stronger correlations with the logic of an administration, because they are strongly influenced by their intern bureaucracies. On the other hand there is a focus on third-party founded projects for which reason there are also correlations with the logic of economy. Here lies an interesting aspect, which may also provide incentives for collaboration between economy and universities. Funds for additional research may be acquired in cooperation models with the business sector or through foundation funds. For this it is useful to identify shared interests and interfaces with the business sector, which makes cooperation attractive. From the experience of TriNet Global it could be suggested that SMEs have a greater thematic interest at the national level. It also could be concluded that in Germany for a direct contact with professors the topics Education for Sustainable Development and Global Learning have the greatest interfaces. However, it is important to find a common definition to reduced misunderstandings at an early stage. In the international context it is important to include the issues in the current research agendas. Like in the cooperation with administration and the business sector the issues should be adjusted if necessary to be integrated into the catalogues of the scientific research agenda.

The focus of cooperation with universities and business schools in the project TriNet Global was to include issues of development cooperation into the curricula of future economical actors and into the education of future teacher. The cooperation structure in the contact with interested professors or teachers was in particular "top-down". The cooperation between the areas of administration, science and the business sector was about to run indirectly through NGOs. In this constellation NGOs acted as interfaces. It is important to choose the right wording to get the right access into the university.

The project partner of TriNet Global made good experiences for a direct implementation of development cooperation issues into science by the cooperation with the student body. This is a good example for a “bottom-up” strategy. Because science has in principle a good connectivity for development cooperation issues, topics from the outside could be included transverse to the existing hierarchy, for example trough university associations. Even in conferences there are the possibilities to include development cooperation issues through inputs and interface contributions and so confront a wider audience with this topic. This strategy is particularly close to the logic of NGOs.

Since the organizational process of universities is chronologically and thematically planned the knowledge and consideration of these timings facilitate the placement of issues from the outside. Because the topics of development cooperation have a crosscutting nature lectures and seminars for “Studium Generale” are good places where they can be introduced and intended. Because of this these are very suitable places to think beyond the borders of the single topics or question them critically. This holds very much potential for innovation. Because many universities place great emphasis in the generation of knowledge it is a great incentive for the cooperation between different areas like administration, economy and science when a gap could be identified in single subjects.

As summarizing recommendations the following points could be formulated:

- Science should receive an important role through their influence on the generation of knowledge and the education of future "Agents of Change"
- Regarding the internal logic it is to distinguish between the levels of the individual scientists and the university in order to obtain the desired access
- Especially NGOs should use their influence and good networks into science to place external issues

- To place and discuss new issues in universities it makes sense to use a “bottom-up” strategy through student body and university representatives
- In cooperation with the business sector, for example SMEs it is first to discuss the different levels to get a common horizon of expectation

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