



EQUAL-Development-Partnership EA- 26261

WG 3

“Innovative tools and mechanisms for entrepreneurial promotion”

Outcome 6

„Good experiences handbook“

Author: Gerti Mager
Version: 1.2

Modifications

Date	Version	Author	Modifications
01/30/04	1.0.	Gerti Mager	Good experiences handbook.doc, Good experiences handbook.pdf
03/24/04	1.1	Gerti Mager	Good experiences handbook V1.1.doc, Good experiences handbook V1.1.pdf
06/29/04	1.2	Gerti Mager	Good experiences handbook V1.2.doc, Good experiences handbook V1.2.pdf

In the following you will find the contributions to the “Good experiences handbook” of the German, Greek, Portuguese and Spanish partners.

The contributions reflect the status of the diverse project works done by end of May 2004. In the “Good experiences handbook” Version 1.2 have been added contributions of the Portuguese project partners. This still is an intermediate state of the “Good experiences handbook” and is representing an update of the former Version 1.1 since the projects of all partners except for the Portuguese are still running. This handbook will be presented as Outcome of WG 3 on the final transnational meeting in September 2004 in Spain.

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Good Experiences Handbook

Project Management	Title	Country/ Tool No.
CIT GmbH Guben	Development of a woman's specific curricula for foundations	DE/ 001

Please mark! (Multiple marks possible)

Target group	SMEs	
	-> Handcraft	<input type="checkbox"/>
	-> Binational	<input type="checkbox"/>
	Unemployed	<input type="checkbox"/>
	-> Unemployed women	<input checked="" type="checkbox"/>
	Women	<input checked="" type="checkbox"/>
	Teachers	<input type="checkbox"/>
	Pupils	<input type="checkbox"/>
	_____	<input type="checkbox"/>
	Add additional target group, if necessary!	<input type="checkbox"/>
	_____	<input type="checkbox"/>
	Add additional target group, if necessary!	<input type="checkbox"/>

Please mark! (Multiple marks possible)

Phases of business foundation	(Regional) foundation atmosphere	<input type="checkbox"/>
	Generation/ Evaluation of foundation ideas	<input type="checkbox"/>
	Regional infrastructure for entrepreneurs	<input type="checkbox"/>
	Entrepreneur qualification	<input checked="" type="checkbox"/>
	Set-up preparation	<input type="checkbox"/>
	Services for setting up businesses (start up)	<input type="checkbox"/>
	Business start-up coaching (post start-up phase)	<input type="checkbox"/>

Project description (targets, activities, proceedings, impediments)
<p>Aims:</p> <ul style="list-style-type: none"> § Support of mainly unemployed up to now female founders and entrepreneurs in the real region und in area to proximity of frontier § Attainment of an equal access to the self-employment in the mind of the gender mainstreaming process § Increase of the personality skills as an entrepreneur

Project outcomes/ Experiences/ good experiences

Experiences:

- § Conclusion of the demand analysis
- § Involvement in existing and future accompanying and supporting systems to founders
- § Compilation of the contents to the founder curricula Call for tenders and realization of foundation-curricula to two-weekly coaching measures with different priorities (e.g. internet, area to proximity of frontier) specially for unemployed women

Contact

Centrum für Innovation und Technologie GmbH - CIT GmbH

Cottbuser Str. 1

D-03172 Guben

Karin Kühl

kuehl@cit-guben.de

Fon.: +49-3561-6204-16

Fax: +49-3561-6204-11

Links

www.cit-guben.de

www.equal-gbb.de

Good Experiences Handbook

Project Management	Title	Country/ Tool No.
CIT GmbH Guben	Questionnaire to stat-up's	DE/ 002

Please mark! (Multiple marks possible)

Target group	SMEs	
	-> Handcraft	<input checked="" type="checkbox"/>
	-> Binational	<input type="checkbox"/>
	Unemployed	<input type="checkbox"/>
	-> Unemployed women	<input type="checkbox"/>
	Women	<input type="checkbox"/>
	Teachers	<input type="checkbox"/>
	Pupils	<input type="checkbox"/>
	Future entrepreneurs	<input checked="" type="checkbox"/>
	<hr/> Add additional target group, if necessary!	<input type="checkbox"/>
	<hr/> Add additional target group, if necessary!	<input type="checkbox"/>

Please mark! (Multiple marks possible)

Phases of business foundation	(Regional) foundation atmosphere	<input type="checkbox"/>
	Generation/ Evaluation of foundation ideas	<input type="checkbox"/>
	Regional infrastructure for entrepreneurs	<input type="checkbox"/>
	Entrepreneur qualification	<input type="checkbox"/>
	Set-up preparation	<input type="checkbox"/>
	Services for setting up businesses (start up)	<input checked="" type="checkbox"/>
	Business start-up coaching (post start-up phase)	<input type="checkbox"/>

Project description (targets, activities, proceedings, impediments)
<p>Aims:</p> <p>§ Development of a questionnaire with regard to the development of new female specific founder supports</p>

Project outcomes/ Experiences/ good experiences

Experiences:

§ Questionnaire include questions

- to assess the situation of the entrepreneur and of the business
- to assess the quality of the supporting offers so far
- to further supporting offers for start-up's
- to the demand analysis

§ Using to develop new curricula with regard to sensitize more woman for small and very small business start-up's

§ Checkup of the existing offers and using of the experiences by the entrepreneurs

Contact

Centrum für Innovation und Technologie GmbH - CIT GmbH

Cottbuser Str. 1

D-03172 Guben

Karin Kühl

kuehl@cit-guben.de

Fon.: +49-3561-6204-16

Fax: +49-3561-6204-11

Links

www.cit-guben.de

www.equal-gbb.de

Good Experiences Handbook

Project Management	Title	Country/ Tool No.
CIT GmbH Guben	Formation of a regional network for female founders and entrepreneurs	DE/ 003

Please mark! (Multiple marks possible)

Target group	SMEs	X
	-> Handcraft	<input type="checkbox"/>
	-> Binational	<input type="checkbox"/>
	Unemployed	<input type="checkbox"/>
	-> Unemployed women	<input type="checkbox"/>
	Women	X
	Teachers	<input type="checkbox"/>
	Pupils	<input type="checkbox"/>
	Add additional target group, if necessary!	<input type="checkbox"/>

Please mark! (Multiple marks possible)

Phases of business foundation	(Regional) foundation atmosphere	<input checked="" type="checkbox"/>
	Generation/ Evaluation of foundation ideas	<input type="checkbox"/>
	Regional infrastructure for entrepreneurs	<input type="checkbox"/>
	Entrepreneur qualification	<input type="checkbox"/>
	Set-up preparation	<input type="checkbox"/>
	Services for setting up businesses (start up)	<input checked="" type="checkbox"/>
	Business start-up coaching (post start-up phase)	<input type="checkbox"/>

Project description (targets, activities, proceedings, impediments)
<p>Aims:</p> <ul style="list-style-type: none"> § Formation of a regional assistance network for female founders and new entrepreneurs § Incorporation of the thematic into the foundation page at the internet of the CIT GmbH § Placement of an assistance service to financial questions in favor of small and very small foundations

Project outcomes/ Experiences/ good experiences

- § Setting-up of the opened and regional network “Lausitzer UnternehmenrinnenStammTisch” in the south of the land Brandenburg
- § Female founders and new entrepreneurs meet monthly at Cottbus
- § Regularly conversation about entrepreneurial questions with experts e.g. work in and with networks, Internet-presentation of firms, appearance of entrepreneurs, insurance cover
- § Collaboration of the local administration into the network (departmental heard for architecture, accommodation and traffic)

Contact

Centrum für Innovation und Technologie GmbH - CIT GmbH
Cottbuser Str. 1
D-03172 Guben

Karin Kühl

kuehl@cit-guben.de

Fon.: +49-3561-6204-16

Fax: +49-3561-6204-11

Links

www.cit-guben.de

www.equal-gbb.de

www.m-elegance.de



Good Experiences Handbook

Project Management	Title	Country/ Tool No.
CIT GmbH Guben	Realization of model projects to potential female founders	DE/ 004

Please mark! (Multiple marks possible)

Target group	SMEs	
	-> Handcraft	<input type="checkbox"/>
	-> Binational	<input type="checkbox"/>
	Unemployed	<input type="checkbox"/>
	-> Unemployed women	<input checked="" type="checkbox"/>
	Women	<input type="checkbox"/>
	Teachers	<input type="checkbox"/>
	Pupils	<input type="checkbox"/>
	_____	<input type="checkbox"/>

	Add additional target group, if necessary!	
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Please mark! (Multiple marks possible)

Phases of business foundation	(Regional) foundation atmosphere	<input type="checkbox"/>
	Generation/ Evaluation of foundation ideas	<input type="checkbox"/>
	Regional infrastructure for entrepreneurs	<input type="checkbox"/>
	Entrepreneur qualification	<input checked="" type="checkbox"/>
	Set-up preparation	<input type="checkbox"/>
	Services for setting up businesses (start up)	<input type="checkbox"/>
	Business start-up coaching (post start-up phase)	<input type="checkbox"/>

Project description (targets, activities, proceedings, impediments)
<p>Aims:</p> <ul style="list-style-type: none"> § Realization of model projects with specific founder curricula for jobless women § Support for before majority unemployed women in the rural region und in area to proximity of frontier as future entrepreneurs § Achievement an equal accession to self-employment in mind of the Gender Mainstreaming process § Application of the experience by the German DP-partners and the partners from the federal Thematic network for the work with the target groupCall for tenders and realization of two-weekly coaching measures with different priorities (e.g. internet, area to proximity of frontier) specially for unemployed women

Project outcomes/ Experiences/ good experiences

Experiences:

- § Conclusion of the demand analysis to the possibilities
- § Compiling of the content to the founder curricula and for model projects
- § Creation of the fundamental basic with the regional employment office to realization of further training measures with educational vouchers

Contact

Centrum für Innovation und Technologie GmbH - CIT GmbH
Cottbuser Str. 1
D-03172 Guben

Karin Kühl

kuehl@cit-guben.de

Fon.: +49-3561-6204-16

Fax: +49-3561-6204-11

Links

www.cit-guben.de

www.equal-gbb.de

Good Experiences Handbook

Project Management	Title	Country/ Tool No.
CIT GmbH Guben	One-Stop-Shop (OSS) – Pilot-project	DE/ 005

Please mark! (Multiple marks possible)

Target group	SMEs	
	-> Handcraft	<input checked="" type="checkbox"/>
	-> Binational	<input type="checkbox"/>
	Unemployed	<input type="checkbox"/>
	-> Unemployed women	<input type="checkbox"/>
	Women	<input type="checkbox"/>
	Teachers	<input type="checkbox"/>
	Pupils	<input type="checkbox"/>
	Administrations	<input checked="" type="checkbox"/>
	Add additional target group, if necessary!	

Please mark! (Multiple marks possible)

Phases of business foundation	(Regional) foundation atmosphere	<input checked="" type="checkbox"/>
	Generation/ Evaluation of foundation ideas	<input type="checkbox"/>
	Regional infrastructure for entrepreneurs	<input checked="" type="checkbox"/>
	Entrepreneur qualification	<input type="checkbox"/>
	Set-up preparation	<input type="checkbox"/>
	Services for setting up businesses (start up)	<input checked="" type="checkbox"/>
	Business start-up coaching (post start-up phase)	<input type="checkbox"/>

Project description (targets, activities, proceedings, impediments)
Aims: § Development of a regional model-project

Project outcomes/ Experiences/ good experiences

Experience:

Proposals to a model-structure for the start phase among the accompanying and supporting system to founders at the different phases of start-up (Profiling and orientation phase, Planning phase, Start-up phase, Stabilization and growth phase) by application of the Spanish experiences

§ Planning, realising und using of the experience from the study visit with network partners to an OSS at Oviedo / Asturia / Spain

§ Presentation of the experience from the study to mote strategic partners, e.g. ministries of the land Brandenburg, the Chambers, ILB, and from the federal Thematic Network “Start-up promotion”

§ Drawing up to a concept for a regional One-Stop-Shop including

-

- Sensitisation of administrations to new methods, procedures and instruments for an effective support to start-up's

- Compilation of duties and sphere of responsibilities to the partners

- Development of a specific organizational structure

- Development quality standards to a sustainable guarantee of the activities be contract including the financial requirements

Contact

Centrum für Innovation und Technologie GmbH - CIT GmbH
Cottbuser Str. 1
D-03172 Guben

Karin Kühl

kuehl@cit-guben.de

Fon.: +49-3561-6204-16

Fax: +49-3561-6204-11

Links

www.cit-guben.de

www.equal-gbb.de

Good Experiences Handbook

Project Management	Title	Country/ Tool No.
CIT GmbH Guben	One-Stop-Shop (OSS) -List of permissions and granting authorities and offices	DE/ 006

Please mark! (Multiple marks possible)

Target group	SMEs	X
	-> Handcraft	<input type="checkbox"/>
	-> Binational	<input type="checkbox"/>
	Unemployed	<input type="checkbox"/>
	-> Unemployed women	<input type="checkbox"/>
	Women	<input type="checkbox"/>
	Teachers	<input type="checkbox"/>
	Pupils	<input type="checkbox"/>
	Founders Add additional target group, if necessary!	X

Please mark! (Multiple marks possible)

Phases of business foundation	(Regional) foundation atmosphere	<input type="checkbox"/>
	Generation/ Evaluation of foundation ideas	<input type="checkbox"/>
	Regional infrastructure for entrepreneurs	<input type="checkbox"/>
	Entrepreneur qualification	<input type="checkbox"/>
	Set-up preparation	<input type="checkbox"/>
	Services for setting up businesses (start up)	<input checked="" type="checkbox"/>
	Business start-up coaching (post start-up phase)	<input type="checkbox"/>

Project description (targets, activities, proceedings, impediments)
<p>All permissions must be supply in the starting phase of the foundation.</p> <p>Aims:</p> <ul style="list-style-type: none"> § Help for the clarity to the most of important permissions as well as grating authorities and offices for the target groups § Guarantee the obtainment of all necessary and legally permissions for the specific founding concept

Project outcomes/ Experiences/ good experiences

Experience:

§ Compilation of the important permissions as well as grating authorities and offices generally at Germany and specifically at German state of Brandenburg

Contact

Centrum für Innovation und Technologie GmbH - CIT GmbH
Cottbuser Str. 1
D-03172 Guben

Karin Kühl

kuehl@cit-guben.de

Fon.: +49-3561-6204-16

Fax: +49-3561-6204-11

Links

www.cit-guben.de

www.equal-gbb.de

Good Experiences Handbook

Project Management	Title	Country/ Tool No.
CIT GmbH Guben	Sensitisation to self-employment as a professional perspective for teachers and pupils in schools and vocational schools	DE/ 007

Please mark! (Multiple marks possible)

Target group	SMEs	<input type="checkbox"/>
	-> Handcraft	<input type="checkbox"/>
	-> Binational	<input type="checkbox"/>
	Unemployed	<input type="checkbox"/>
	-> Unemployed women	<input type="checkbox"/>
	Women	<input type="checkbox"/>
	Teachers	<input checked="" type="checkbox"/>
	Pupils	<input checked="" type="checkbox"/>
	Add additional target group, if necessary!	<input type="checkbox"/>

Please mark! (Multiple marks possible)

Phases of business foundation	(Regional) foundation atmosphere	<input checked="" type="checkbox"/>
	Generation/ Evaluation of foundation ideas	<input type="checkbox"/>
	Regional infrastructure for entrepreneurs	<input type="checkbox"/>
	Entrepreneur qualification	<input type="checkbox"/>
	Set-up preparation	<input type="checkbox"/>
	Services for setting up businesses (start up)	<input type="checkbox"/>
	Business start-up coaching (post start-up phase)	<input type="checkbox"/>

Project description (targets, activities, proceedings, impediments)
Aims: § Development of curricula to the sensitisation of teachers and pupils for self-employment

Project outcomes/ Experiences/ good experiences

Experience:

- § Realization of a model project for some weeks at the European-school Guben to principal, teachers, 115 German and Polish pupils in regards to the requirement and to the responsibility of entrepreneurs
 - Foundation of 4 (fictitious) enterprises
 - Excursions to enterprises with reference to content
 - Presentations of the results to public, at fairs for founders and at workshops
- § Realization of a model project (8 lessons) at the school (o-levels) Realschule Cottbus-Karen to teacher and, 58 pupils in regards to the requirement and to the responsibility of entrepreneurs
- § Planning and realization of the next model project at the secondary school Gymnasium Forst (Lausitz) to start-up a school-enterprise
- § Development of teaching materials and action recommendations for teachers and pupils e.g.
 - Teaching materials to business-plan, financing plan, marketing plan, advertising plan, time-management
 - Gathering of material to the supporting conditions on the federal and state Brandenburg level
 - Gathering of documents and publications
- § Establishment of professionally recognized training to teachers with the network
“NetzwerkZukunft”
- § Brainstorming with pupils as a suitable method for the strength-weakness-analysis
- § Take advantage of the networks and cooperation with entrepreneurs for school-projects

Contact

Centrum für Innovation und Technologie GmbH - CIT GmbH
Cottbuser Str. 1
D-03172 Guben

Karin Kühl

kuehl@cit-guben.de

Fon.: +49-3561-6204-16

Fax: +49-3561-6204-11

Links

www.cit-guben.de

www.equal-gbb.de

www.europaschule-guben.de

Good Experiences Handbook

Project Management	Title	Country/ Tool No.
CIT GmbH Guben	Support to German-Polish start-up's	DE/ 008

Please mark! (Multiple marks possible)

Target group	SMEs	
	-> Handcraft	<input type="checkbox"/>
	-> Binational	<input checked="" type="checkbox"/>
	Unemployed	<input type="checkbox"/>
	-> Unemployed women	<input checked="" type="checkbox"/>
	Women	<input checked="" type="checkbox"/>
	Teachers	<input type="checkbox"/>
	Pupils	<input type="checkbox"/>
	_____	<input type="checkbox"/>
	_____	<input type="checkbox"/>

Please mark! (Multiple marks possible)

Phases of business foundation	(Regional) foundation atmosphere	<input checked="" type="checkbox"/>
	Generation/ Evaluation of foundation ideas	<input checked="" type="checkbox"/>
	Regional infrastructure for entrepreneurs	<input type="checkbox"/>
	Entrepreneur qualification	<input checked="" type="checkbox"/>
	Set-up preparation	<input checked="" type="checkbox"/>
	Services for setting up businesses (start up)	<input type="checkbox"/>
	Business start-up coaching (post start-up phase)	<input type="checkbox"/>

Project description (targets, activities, proceedings, impediments)	
Aims:	
§	Target groups are regional start-up's and young entrepreneurs witch wand to extend their fields of economical activities in the Euro-region Spree-Neiße-Bober
§	Initiation of least 10 German-Polish start-ups as a contribution to develop self-carried economical circulations
§	Development of new methods und instruments for coaching with regional demands

Project outcomes/ Experiences/ good experiences

§ Experiences:

§ Creating of a pool of strategic partners

§ Analysis of situations and demands

§ Planning and call for tender of curricula for measures for German and Polish participants including one workshop

Contact

Centrum für Innovation und Technologie GmbH - CIT GmbH

Cottbuser Str. 1

D-03172 Guben

Karin Kühl

kuehl@cit-guben.de

Fon.: +49-3561-6204-16

Fax: +49-3561-6204-11

Links

www.cit-guben.de

www.equal-gbb.de

Good Experiences Handbook

Project Sponsor	Project title/ Tools	Country/ Tool-No.
RWFG EE mbH	3rd preparation of pupils for the self-employment topic exertion of influence on the composition of syllabuses.	DE/ 009

Please tick! (multiple entries possible)

Target groups	Small and medium sized businesses	<input type="checkbox"/>
	-> Trade	<input type="checkbox"/>
	-> Binational	<input type="checkbox"/>
	Unemployed	<input type="checkbox"/>
	-> Unemployed women	<input type="checkbox"/>
	Women	<input type="checkbox"/>
	Teachers	<input checked="" type="checkbox"/>
	Pupils	<input checked="" type="checkbox"/>
	_____	<input type="checkbox"/>
	further target groups	<input type="checkbox"/>

Please tick! (multiple entries possible)

Establishment phases	(regional) Founders climate / Founders culture / Founders preparation	<input checked="" type="checkbox"/>
	Generation/Evaluation of business ideas	<input type="checkbox"/>
	Regional support infrastructure for founders	<input type="checkbox"/>
	Qualification of Founder	<input type="checkbox"/>
	Consultation for Founder	<input type="checkbox"/>
	Other Services related to founders	<input type="checkbox"/>
	Founder coaching (Post establishment phase)	<input type="checkbox"/>

Project description (Aims, activities, process, obstacles)
Lessons in school classes 10 to 13 in the form of an assessment, inclusion of successful regional businesses in the lesson, visits to companies, compilation of skeleton syllabuses. The negative effect of this project is that the teacher is overwhelmed with too many projects. For the self-employment topic, the teacher must be completely dedicated.

Project results/experiences/ good experiences

Preparation of pupils for founding a business in 4 schools in the Elbe-Elster area. Best results came from pupils in facultative lessons after school in groups of 6-10 people.

1. content

- preparation of the target person for self-employment
- involvement of the teachers
- teacher training will be prepared

Contact Person**RWFG EE mbH****Rudolf Scheibe****Equal.wfg@region-elbe-elster.de****Tel. 03535 499310****Links****www.wfg-elbe-elster.de**

Good Experiences Handbook

Project Sponsor	Project title/ Tools	Country/ Tool-No.
RWFG EE mbH	Founders in the rural area	DE/ 010

Please tick! (multiple entries possible)

Target Group	Small and medium sized businesses	<input type="checkbox"/>
	-> Trade	<input type="checkbox"/>
	-> Binational	<input type="checkbox"/>
	Unemployed	<input checked="" type="checkbox"/>
	-> Unemployed Women	<input checked="" type="checkbox"/>
	Women	<input checked="" type="checkbox"/>
	Teachers	<input type="checkbox"/>
	Pupils	<input type="checkbox"/>
	<hr/> Further target groups	<input type="checkbox"/>
	<hr/> further target groups	<input type="checkbox"/>

Please tick! (multiple entries possible)

Establishment phases	(regional) Founder climate / Founder culture / Founders preparation	X
	Generation/Evaluation of foundation ideas	X
	Regional support infrastructure for founders	X
	Qualification of Founder	X
	Consultation for Founder	X
	Other Services related to founders	X

Project description (Aims, activities, process, obstacles)
<p>Creation of optimal basic conditions for founders of new businesses in rural areas. Qualification tailored to suit the needs of the market and operational help in preparing, founding and leading businesses. Formation of a business concept as a basis for the financial feasibility.</p>

Project results/experiences/ good experiences

Area-wide consultation structure for founders of new businesses were created in 4 towns in the Elbe-Elster regions. Close collaboration with other support programmes such as REchoke (compatibility of family and career), Leader Plus and the local initiatives. The inclusion of strategic partners is the requirement for a successful foundation, the external consultants and the banks are the most important partners for founders.

Social meetings for founders and networking of founders are planned for 2004.

In 2003 35 people were advised, contracts were drawn up with external consultants for 12 prospective founders. 6 founders have already registered a business.

Contact Person

RWFG EE mbH

Rudolf Scheibe

Equal.wfg@region-elbe-elster.de

Tel. 03535 499310

Links

www.wfg-elbe-elster.de



Good Experiences Handbook

Project Sponsor	Project title/ Tools	Country/ Tool-No.
RWFG EE mbH	Business successors in the Elbe-Elster region	DE/ 011

Please tick! (multiple entries possible)

Target Group	Small and medium sized businesses	<input checked="" type="checkbox"/>
	-> Trade	<input checked="" type="checkbox"/>
	-> Binational	<input checked="" type="checkbox"/>
	Unemployed	<input checked="" type="checkbox"/>
	-> Unemployed Women	<input checked="" type="checkbox"/>
	Women	<input checked="" type="checkbox"/>
	Teachers	<input type="checkbox"/>
	Pupils	<input type="checkbox"/>
	<u>Further target groups</u>	<input type="checkbox"/>
	<u>further target groups</u>	<input type="checkbox"/>

Please tick! (multiple entries possible)

Establishment phases	(regional) Founders climate / Founders culture / Founders preparation	×
	Generation/Evaluation of foundation ideas	<input type="checkbox"/>
	Regional support infrastructure for founders	×
	Founder Qualification	×
	Founder consultation	×
	Other Services related to founders	×
	Founder coaching (Post establishment phase)	×

Project description (Aims, activities, process, obstacles)

Due to the older ages (over 55 years) of firm proprietors in economics, handicrafts and trade there will be many business successors in the Elbe-Elster region in the coming years. In the next five years, in the Elbe-Elster region approximately 200 to 300 successors will be required for existing companies. The Equal Project will create optimal basic conditions for the business handovers and will accompany both parties during this process.

A regional contacts list will be compiled.

The business successors will be well-prepared for their work as company directors by external consultants, with whom they will devise the necessary qualification requirements for future cases.

Project results/experiences/ good experiences

The project business successors was well received by the proprietors of companies that are planning a handover. The subject matter of successors has until now not been addressed in the Elbe-Elster region, there were 25 contacts with firms in 2003. 15 contracts were drawn up with external consultants, in order to prepare the successors for their demanding jobs.

6 new business founders have already reported as successors.

Successors in 80 percent of the companies come from the family, the newly implemented firms contacts list will be put into use for new uncleared successors.

The bigger companies (more than ten employees) have also been offered to find a successor all over Germany and a successor from North Rhine Westphalia has been acquired.

The business handover is often a protracted process, especially the lacking finances leave successors to delay or fail. Via constant press releases the regional handover-takeover files should be expanded. The foundation of regional networks of similar branches of small to medium sized businesses is planned.

Ansprechpartner

RWFG EE mbH, Herzberg

Rudolf Scheibe

Equal.wfg@region-elbe-elster.de

Tel. 03535 499310

Links

www.wfg-elbe-elster.de



Good Experiences Handbook

Project Management	Title	Country/ Tool No.
GIB Association for Innovation Research and Consultancy Ltd.	Co-Ventures - Development of a Regional SME-Network and Agency	DE/ 012

Please mark! (Multiple marks possible)

Target group	SMEs	X
	-> Handcraft	<input type="checkbox"/>
	-> Binational	<input type="checkbox"/>
	Unemployed	<input type="checkbox"/>
	-> Unemployed women	<input type="checkbox"/>
	Women	<input type="checkbox"/>
	Teachers	<input type="checkbox"/>
	Pupils	<input type="checkbox"/>

	Add additional target group, if necessary!	<input type="checkbox"/>
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Please mark! (Multiple marks possible)

Phases of business foundation	(Regional) foundation atmosphere	X
	Generation/ Evaluation of foundation ideas	<input type="checkbox"/>
	Regional infrastructure for entrepreneurs	X
	Entrepreneur qualification	<input type="checkbox"/>
	Set-up preparation	<input type="checkbox"/>
	Services for setting up businesses (start up)	X
	Business start-up coaching (post start-up phase)	X

Project description (targets, activities, proceedings, impediments)

Start-ups are enterprises, which have a great potential of innovative ideas. Though, in regard to the realisation of innovative products and the market positioning of these, start-ups face distinct problems. The origins of these problems are different like difficulties in market entry, technology transfer, the lack of asset, ect.. In this way, markets do not gain from the great potential of start-ups.

On the other hand, established enterprises have access to the market and have developed a high potential concerning technological aspects. At the same time, established companies wish to widen their spectrum of innovative ideas and products. Technological innovations are often very cost-intensive, due to developments taking time. Therefore, these enterprises seek to cooperate with partners, which have a great potential of innovative ideas.

Both, start-ups and established enterprises gain from their cooperation by involving, for example, experts from university, who support the knowledge transfer and help to reduce deficits through, e.g., the lack of competency.

This is one reason, why the main concern of the project „Co-Ventures - Development of a Regional SME-Network and Agency“ is to initiate cooperations among start-ups and established enterprises, to build up SME-Agencies and to support their development. The project „Co-Ventures - Development of a Regional SME-Network and Agency“ aims to assist these start-ups to improve their entry into the market and their market positioning through cooperation and „Co-Ventures“.

For this goal, following activities are essential:

1. Bottleneck / potential analysis amongst start-ups and established SMEs
2. Identification of appropriate business foundations and
3. Determination of cooperation's opportunities
4. Building-up a cooperative network
5. Initiating and supporting „Co-Ventures“

The overall goal of the project is the sustainable strengthening of the regional economy through assisting start-ups and SMEs in developing forms of efficient cooperation in the region of Brandenburg.

Project outcomes/ Experiences/ good experiences

Project Outcomes

Implemented Activities (so far):

- § Bottleneck / potential analysis: Identification of competency, deficits and cooperative potential of 18 project participants
- § Identification of „Co-Venture“-partners: Making enquiries and organized network-meetings. This involved intensive talks about activities of cooperation and discussions about cooperation's opportunities.
- § Partner-research for single industries through support by experts (data-base researches etc.)
- § Individual partner-research in diverse data-bases
- § start-up coaching for the cooperation project of two project-partners
- § The project's assistance lies in support and advice (including by experts) to the participants and linking the project participants to a structure of efficient contacts. First talks and discussions were systematically conducted.
- § Confidence and transparency building through network-meetings: Initiating first co-venture-contacts, presentations from all participants

Experiences

Main experiences in the course of the project are:

- § The first of the critical factors for success is the preselection of enterprises. In the first step enterprises resp. industries with estimated future growth potentials are focused. In the next step, there has to be done much convincing with entrepreneurs. Only if conviction has been achieved, entrepreneurs are willing to play an active part in the project. Actually it is not enough to have entrepreneurs willing to cooperate, but also enterprises that represent interesting partners for others.
- § The second of the critical factors for success lies in the examination method that allows a precise selection of enterprises by their competence profiles. In this context the bottleneck / potential analysis has proven as a successful instrument.
- § The wide range of industries of the participating enterprises is representing no obstacle for potential cooperation within the project-network. In contrary experience shows that there seem to exist some unknown reserves of potential intersectoral cooperation.

Contact

GIB Association for Innovation Research and Consultancy Ltd.

Gerti Mager

mail@gib-online.de

Tel. +49 – 30 – 261 18 45

Links

www.gib-online.de

www.equal-gbb.de



Good Experiences Handbook

Project Management	Title	Country/ Tool No.
TZG OPR GmbH (Technology Centre Neuruppin)	Start-ups, especially by women, in rural regions with industrial and agricultural wasteland	DE/ 013

Please mark! (Multiple marks possible)

Target group	SMEs	
	-> Handcraft	<input checked="" type="checkbox"/>
	-> Binational	<input type="checkbox"/>
	Unemployed	<input checked="" type="checkbox"/>
	-> Unemployed women	<input checked="" type="checkbox"/>
	Women	<input checked="" type="checkbox"/>
	Teachers	<input type="checkbox"/>
	Pupils	<input type="checkbox"/>
	Add additional target group, if necessary!	<input type="checkbox"/>

Please mark! (Multiple marks possible)

Phases of business foundation	(Regional) foundation atmosphere	X
	Generation/ Evaluation of foundation ideas	X
	Regional infrastructure for entrepreneurs	<input type="checkbox"/>
	Entrepreneur qualification	X
	Set-up preparation	<input type="checkbox"/>
	Services for setting up businesses (start up)	<input type="checkbox"/>
	Business start-up coaching (post start-up phase)	X

Project description (targets, activities, proceedings, impediments)

Promotion of the economic development

Expansion of existing businesses and creation of new ones in the area of tourism, especially by women

Improvement of the entrepreneurial climate in the region

Analysis on the current status of the tourism sector in the region and development of new business ideas

Initiation and support of touristic networks regarding product innovations and coordinated marketing

Involvement of young entrepreneurs in the above mentioned networks in order to increase the sustainability of the foundations

Qualification for people setting up their own business

Project outcomes/ Experiences/ good experiences

The network “Tourism Without Barriers for Disabled Persons in the Region of Neuruppin” (joint marketing activities)

Development of qualification offers for guides specialising in culture and landscape as a chance for new start ups

Development of transferable models for cooperative relations, for ideas of new start-ups and for new offers for qualifications

Contact

Technology Centre Neuruppin

Peter Kwass

Peter.kwass@nordicenter.com

03391-44 63 52

Links

www.tgz-neuruppin.de



Good Experiences Handbook

Project Management	Title	Country/ Tool No.
Association for Economical Promotion Oberhavel	Start ups in under developed areas	DE/ 014

Please mark! (Multiple marks possible)

Target group	SMEs	
	-> Handcraft	<input checked="" type="checkbox"/>
	-> Binational	<input checked="" type="checkbox"/>
	Unemployed	<input type="checkbox"/>
	-> Unemployed women	<input type="checkbox"/>
	Women	<input checked="" type="checkbox"/>
	Teachers	<input type="checkbox"/>
	Pupils	<input type="checkbox"/>
	_____	<input type="checkbox"/>
	Add additional target group, if necessary!	

Please mark! (Multiple marks possible)

Phases of business foundation	(Regional) foundation atmosphere	<input checked="" type="checkbox"/>
	Generation/ Evaluation of foundation ideas	<input checked="" type="checkbox"/>
	Regional infrastructure for entrepreneurs	<input type="checkbox"/>
	Entrepreneur qualification	<input type="checkbox"/>
	Set-up preparation	<input type="checkbox"/>
	Services for setting up businesses (start up)	<input type="checkbox"/>
	Business start-up coaching (post start-up phase)	<input type="checkbox"/>

Project description (targets, activities, proceedings, impediments)

Note: The project is so designed to enable participants to use the whole running time to achieve the set out goals and therefore the final outcome and results of the project will first available on completion in, May 2005.

The following is therefore an intermediate report on the project as of Dec 2003.

Goals:

The creation of employment possibilities and the development of income sources for the population of under developed areas through the development and support of business activities, especially the creation of co-operation between small businesses.

Activities:

1. The acquisition of partners and participants. (November 2002 – December 2003)
2. The development of business concepts and participant training. (March 2003 – June 2004)
3. The development and monitoring of the co-operation between participants and also between participants and regional businesses. (August 2003 – December 2004)
4. The monitoring of the implementation of business plans and the durability of the co-operation networks (after May 2004 to project completion)

Progress

To 1- Advertising campaigns in regional media (Adverts, news conferences, and reports in regional newspapers).

- Organisation of information seminars (for interested parties, to effectively organise publicise and promote the project with the aim of increasing public awareness and finding further participants)
- The use of promotional materials (posters, leaflets and other media to present the project at

Project description (targets, activities, proceedings, impediments)

the “Deutschen Gründertagen 2003” in Berlin)

- Management of group and one to one interviews (with candidates for the 2nd employment market, potential participants, interested parties and applicants.

To 2. - Canvassing, selection and training of advisors, based on the experiences of the existing advisor pool

- Choice of participants (by means of an application procedure).
- Production of individual work schedules for the participants.
- The use of government training schemes.
- Group and one to one coaching
- Support in the production of business plans (The main work remains the responsibility of the founder).
- Clarification of restrictions (location, local authorities and legal problems).

To 3 -The organisation of networking between participants (by means of advisor guided contacts).

- Support in the building of trust between participants (through the formation of two working parties)
- The identification of possible symbiotic networks using the support of advisors from both the participants and the advisors from the work groups.
- Further development of co-operation networks by involving existing regional businesses.

To 4– under preparation

Project description (targets, activities, proceedings, impediments)**Obstacles**

- mistrust of outside help
- statutory requirements (special regulations for direct sales, link ups between agriculture and industry, constraints on financing possibilities within industry branches).
- Inadequate equity and the circumspect behaviour of the corporate banks.

Project outcomes/ Experiences/ good experiences

Project results (as of 31.12.03 – project duration till May 2005)

- Admission of 18 participants (11 start ups and 7 existing businesses who joined the project to consolidate existing market positions).
- Implementation of 3 business start ups.
- The development of 7 business concepts.
- The creation of two theme specific co-operation work groups:-
- Group 1. Attractions for both tourists and transient visitors.
- Group2. The production and marketing of regional products.

Experiences

- The process of networking cannot be left to develop naturally (despite modern communication media the initial contacts still need to be made personally, and because of the limited amount of time available to “young” entrepreneurs may not take place.
- There must be a build up of trust between co-operation partners.
- Co-operation development is a step by step process, and needs to be totally transparent for all parties.
- Despite the co-operation each business remains a totally autonomous unit.
- Co-operation cannot begin with a shared financial risk.
- New quality demands on advisors who must not only provide quality advice to each participant, but who must also understand the complexities of the end goal of the project.

Contact

Association for Economical Promotion Oberhavel

sekr@wfo-mbh.de

0049 3301 699-370

Links

www.wfo-mbh.de

Good Experiences Handbook

Project Management	Title	Country/ Tool No.
Centre for Innovation and Technology (TGZ "Fläming" GmbH)	pupils project 26.06.-02.07.2003 "Youth in change of time"	DE/ 015

Please mark! (Multiple marks possible)

Target group	SMEs	
	-> Handcraft	<input type="checkbox"/>
	-> Binational	<input type="checkbox"/>
	Unemployed	<input type="checkbox"/>
	-> Unemployed women	<input type="checkbox"/>
	Women	<input type="checkbox"/>
	Teachers	<input checked="" type="checkbox"/>
	Pupils	<input checked="" type="checkbox"/>
	Add additional target group, if necessary!	<input type="checkbox"/>

Please mark! (Multiple marks possible)

Phases of business foundation	(Regional) foundation atmosphere	<input checked="" type="checkbox"/>
	Generation/ Evaluation of foundation ideas	<input checked="" type="checkbox"/>
	Regional infrastructure for entrepreneurs	<input type="checkbox"/>
	Entrepreneur qualification	<input type="checkbox"/>
	Set-up preparation	<input type="checkbox"/>
	Services for setting up businesses (start up)	<input type="checkbox"/>
	Business start-up coaching (post start-up phase)	<input type="checkbox"/>

Project description (targets, activities, proceedings, impediments)

targets: support of abilities of the following:

- development of abilities to manage education and job
- support on a realistic view for applying a job
- providing knowledge of business and work
- developing of team and communication ability
- improving of IT knowlwdge
- focusing on gender mainstreaming

activities and proceedings

- Workshop "Personality and life planning"
- Workshop "finding ideas and founding businesses"
- workshop "business culture"
- workshop "Business financing-microcredits"
- workshop "presentation and searching tools"

Project outcomes/ Experiences/ good experiences

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Contact

Centre for Innovation and Technology
project microcredits
Robby Sandmann
Brücker Landstr. 22b
D-14806 Belzig
phone: + 49 (0) 33841-65381
robby.sandmann@tqz-belzig.de

Links



Good Experiences Handbook

Project Management	Title	Country/ Tool No.
Centre for Innovation and Technology (TGZ "Fläming" GmbH)	pupils project 29.09.-02.10.2003 "personality and business thinking today"	DE/ 016

Please mark! (Multiple marks possible)

Target group	SMEs	<input type="checkbox"/>
	-> Handcraft	<input type="checkbox"/>
	-> Binational	<input type="checkbox"/>
	Unemployed	<input type="checkbox"/>
	-> Unemployed women	<input type="checkbox"/>
	Women	<input type="checkbox"/>
	Teachers	<input checked="" type="checkbox"/>
	Pupils	<input checked="" type="checkbox"/>
	Add additional target group, if necessary!	<input type="checkbox"/>

Please mark! (Multiple marks possible)

Phases of business foundation	(Regional) foundation atmosphere	×
	Generation/ Evaluation of foundation ideas	×
	Regional infrastructure for entrepreneurs	<input type="checkbox"/>
	Entrepreneur qualification	<input type="checkbox"/>
	Set-up preparation	<input type="checkbox"/>
	Services for setting up businesses (start up)	<input type="checkbox"/>
	Business start-up coaching (post start-up phase)	<input type="checkbox"/>

Project description (targets, activities, proceedings, impediments)
<p>targets: support of abilities of the following:</p> <ul style="list-style-type: none"> - self-judgement - realising of strong and weak points of own personality - encouragement to think about their future life <p>activities and proceedings</p> <ul style="list-style-type: none"> - understanding of themselves and others - support of self-confidence - discussion of business aspects; personal interests; fixing of the abilities of a successful entrepreneur

Project outcomes/ Experiences/ good experiences

All participants considered the project as very helpful and mentioned especially:

- very open-minded discussion
- making own suggestions was possible
- concentrated but nevertheless with a lot of fun

Contact

Centre for Innovation and Technology
project microcredits
Robby Sandmann
Brücker Landstr. 22b
D-14806 Belzig
phone: + 49 (0) 33841-65381
robby.sandmann@tgz-belzig.de

Links

www.microlending-news.de (official homepage of Equal network)

Project Management	Title	Country/ Tool No.
Centre for Innovation and Technology (TGZ "Fläming" GmbH)	Coaching "Marketing" for up to 10 persons (2 days)	DE/ 017

Please mark! (Multiple marks possible)

Target group	SMEs	<input type="checkbox"/>
	-> Handcraft	<input checked="" type="checkbox"/>
	-> Binational	<input type="checkbox"/>
	Unemployed	<input checked="" type="checkbox"/>
	-> Unemployed women	<input checked="" type="checkbox"/>
	Women	<input type="checkbox"/>
	Teachers	<input type="checkbox"/>
	Pupils	<input type="checkbox"/>
	Entrepreneurs	<input checked="" type="checkbox"/>
	Add additional target group, if necessary!	

	very small Companies Add additional target group, if necessary!	X
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Please mark! (Multiple marks possible)

Phases of business foundation	(Regional) foundation atmosphere	X
	Generation/ Evaluation of foundation ideas	X
	Regional infrastructure for entrepreneurs	X
	Entrepreneur qualification	X
	Set-up preparation	X
	Services for setting up businesses (start up)	<input type="checkbox"/>
	Business start-up coaching (post start-up phase)	X

Project description (targets, activities, proceedings, impediments)
 targets:
 - checking of founding details and providing knowledge about individual marketing possibilities

Project outcomes/ Experiences/ good experiences

Contact
 Centre for Innovation and Technology
 project microcredits
 Robby Sandmann
 Brücker Landstr. 22b
 D-14806 Belzig
 phone: + 49 (0) 33841-65381
 robby.sandmann@tgz-belzig.de

Links

www.microlending-news.de (official homepage of Equal network)

Good Experiences Handbook

Project Management	Title	Country/ Tool No.
Centre for Innovation and Technology (TGZ "Fläming" GmbH)	Group Coaching „financing and organisation of a company“ for up to 10 persons (2 days)	DE/ 018

Please mark! (Multiple marks possible)

Target group	SMEs	<input type="checkbox"/>
	-> Handcraft	X
	-> Binational	<input type="checkbox"/>
	Unemployed	X
	-> Unemployed women	X
	Women	<input type="checkbox"/>
	Teachers	<input type="checkbox"/>
	Pupils	<input type="checkbox"/>
	Entrepreneurs	X
	Add additional target group, if necessary!	

	very small companies Add additional target group, if necessary!	X
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Please mark! (Multiple marks possible)

Phases of business foundation	(Regional) foundation atmosphere	X
	Generation/ Evaluation of foundation ideas	X
	Regional infrastructure for entrepreneurs	X
	Entrepreneur qualification	X
	Set-up preparation	X
	Services for setting up businesses (start up)	<input type="checkbox"/>
	Business start-up coaching (post start-up phase)	X

Project description (targets, activities, proceedings, impediments)
<p>Targets: - providing knowledge about organisation and financing for companies</p> <p>activities/proceedings: planning of costs; investments, introduction of several bank credit opportunities planning of turnover and profitability, basics of office organisation, bookkeeping, IT,</p>

Project outcomes/ Experiences/ good experiences
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Contact

Centre for Innovation and Technology
project microcredits
Robby Sandmann
Brücker Landstr. 22b
D-14806 Belzig
phone: + 49 (0) 33841-65381
robby.sandmann@tqz-belzig.de

Links

www.microlending-news.de (official homepage of Equal network)

Good Experiences Handbook

Project Management	Title	Country/ Tool No.
Centre for Innovation and Technology (TGZ "Fläming" GmbH)	Coaching "preparation for bank consultation in order to get a credit" for up to 10 persons (2 days)	DE/ 019

Please mark! (Multiple marks possible)

Target group	SMEs	
		<input type="checkbox"/>
	-> Handcraft	<input checked="" type="checkbox"/>
	-> Binational	<input type="checkbox"/>
	Unemployed	<input checked="" type="checkbox"/>
	-> Unemployed women	<input checked="" type="checkbox"/>
	Women	<input type="checkbox"/>
	Teachers	<input type="checkbox"/>
	Pupils	<input type="checkbox"/>
	entrepreneurs	<input checked="" type="checkbox"/>
	Add additional target group, if necessary!	

	very small companies Add additional target group, if necessary!	X
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Please mark! (Multiple marks possible)

Phases of business foundation	(Regional) foundation atmosphere	X
	Generation/ Evaluation of foundation ideas	X
	Regional infrastructure for entrepreneurs	X
	Entrepreneur qualification	X
	Set-up preparation	X
	Services for setting up businesses (start up)	<input type="checkbox"/>
	Business start-up coaching (post start-up phase)	X

Project description (targets, activities, proceedings, impediments)
targets: preparation for founders to make successful bank consultation in order to get a credit

Project outcomes/ Experiences/ good experiences

Contact

Centre for Innovation and Technology
project microcredits
Robby Sandmann
Brücker Landstr. 22b
D-14806 Belzig
phone: + 49 (0) 33841-65381
robby.sandmann@tqz-belzig.de

Links

www.microlending-news.de (official homepage of Equal network)

Good Experiences Handbook

Project Management	Title	Country/ Tool No.
Centre for Innovation and Technology (TGZ "Fläming" GmbH)	Group Coaching "Law and insurance for young companies" for up to 10 persons (1 days, face to face talks)	DE/ 020

Please mark! (Multiple marks possible)

Target group	SMEs	
		<input type="checkbox"/>
	-> Handcraft	<input checked="" type="checkbox"/>
	-> Binational	<input type="checkbox"/>
	Unemployed	<input checked="" type="checkbox"/>
	-> Unemployed women	<input checked="" type="checkbox"/>
	Women	<input type="checkbox"/>
	Teachers	<input type="checkbox"/>
	Pupils	<input type="checkbox"/>
	entrepreneurs	<input checked="" type="checkbox"/>
	Add additional target group, if necessary!	

	very small companies Add additional target group, if necessary!	X
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Please mark! (Multiple marks possible)

Phases of business foundation	(Regional) foundation atmosphere	X
	Generation/ Evaluation of foundation ideas	X
	Regional infrastructure for entrepreneurs	X
	Entrepreneur qualification	X
	Set-up preparation	X
	Services for setting up businesses (start up)	<input type="checkbox"/>
	Business start-up coaching (post start-up phase)	X

Project description (targets, activities, proceedings, impediments)
targets: preparation of founders concerning insurance and law, proposals for business contracts law

Project outcomes/ Experiences/ good experiences

Contact

Centre for Innovation and Technology
project microcredits
Robby Sandmann
Brücker Landstr. 22b
D-14806 Belzig
phone: + 49 (0) 33841-65381
robby.sandmann@tgz-belzig.de

Links

www.microlending-news.de (official homepage of Equal network)

Project executing organisation	Title/ Tools	Country/ Tool-Nr
Institute for applied business studies for small and medium sized enterprises Brandenburg (registered association)	Innovative Consolidation	DE/ 021

Please mark! (Multiple marks possible)

Target group	SMEs	
	-> Handcraft	<input checked="" type="checkbox"/>
	-> Binational	<input type="checkbox"/>
	Unemployed	<input checked="" type="checkbox"/>
	-> unemployed women	<input type="checkbox"/>
	Women	<input type="checkbox"/>
	Teacher	<input type="checkbox"/>
	Pupils	<input type="checkbox"/>
	Students	<input checked="" type="checkbox"/>
	<u>additional target group, if necessary</u>	

	additional target group, if necessary	<input type="checkbox"/>
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Please mark! (Multiple marks possible)

Phases of business foundation	(regionale) foundation atmosphere / foundation culture / sensibilisation of founders	X
	Generation/evaluation of start up ideas	X
	Regional support infrastructure for founders	X
	Founder qualification	X
	Founder consulting	X
	other service for setting up businesses	<input type="checkbox"/>
	Founder-Coaching (post start up phase)	X

Description of the project (goals, activities, process, obstacles)

For 10 years students have been specializing successfully in areas such as economics, computer science and engineering sciences at the university of applied sciences Brandenburg/Havel. Several national studies verify that the university stands for solid training and has a good reputation. However, a remarkable effect on the local job market has not arisen as a result of this reputation. The enterprises at the location Brandenburg compete in hiring the graduates of the university with other national and international enterprises. It is also known that a large part of the students leaves the region and accepts more attractive offers especially in the old states of the Federal Republic (No graduate is registered unemployed with the labor office in Brandenburg/Havel). Brandenburg does not succeed in binding the students to the local job market. Studies prove that highly-qualified jobs create a further demand for jobs within the technical and commercial range. Therefore students should be made aware that the economical future in the region of Brandenburg could be achieved not only by creating a new business, but that also by taking over an existing business.

A class about business enterprises was one of the first projects of the University Brandenburg. Volunteer students participated in it. This class showed that there is an large interest in independent business activities, but it was also discovered that there are limits as to the practicability, so that numerous ideas could not be followed-up, because a purposeful promotion is missing.

The goal of this project is to bring together students of the university with business people of the region in workshops. Here a platform is to be developed, in order to discuss and solve technical problems. Personal contacts are to be promoted, which extent into a co-operation in individual projects outside of the workshop. Through the use of scientific know-how we expect a better positioning of the enterprises in the market, on a long-term basis we can also imagine that students joint contractors and/or become their successors. While a good business perspective is offered to the students, the business people can plan on a long-term basis of a follow-up relationship and have the opportunity of getting to know their successor and to give their own vocational experiences to the next generation, so that strong cultural breaks can be avoided with the business take-over. This model is not only applicable for the take-over of an existing enterprise, but also for business people, who created their enterprise only a few years ago and have deficits within the technical or commercial range. Since we assume that a variety of businesses in Brandenburg are addressed, state institutions such as the office for the promotion of economical development should participate in the project.

Project results / experiences / good experiences

One goal is the identification of students, who have the will and the potential to take over an enterprise as successor. Since this group of people (students) has little to none practical professional experience, it is of special importance to support business owners and their successors-to-be over a longer period of time (innovative consolidation). Furthermore former students are to be involved, however the network for this target group is only now developing. The first assessment center took place in October with 8 students.

From the entrepreneur's point of view the topic of taking-over an existing business is a sensitive one. Therefore it is important to familiarize students during the assessment centers with this problem. In order to win over a sufficient number of businesses, a co-operation with the IHK, with the "Mittelbrandenburgische Savings Bank Potsdam" and other partners is to be most desirable.

In the long run we see a chance of holding well trained specialists in the region and of securing and/or of winning jobs in various businesses.

Contact person

Institute for applied business studies for small and medium sized enterprises Brandenburg

(registered association)

Monika Kretschmer

info@gruenderlotse.org

+49 – (0)3381-381630

Links

Project executing organisation	Title/ Tools	Country/ Tool-Nr
Institute for applied business studies for small and medium sized enterprises Brandenburg (registered association)	Start-up coaching for unemployed women	DE/ 022

Please mark! (Multiple marks possible)

Target group	SMEs	
	-> Handcraft	<input type="checkbox"/>
	-> Binational	<input type="checkbox"/>
	Unemployed	X
	-> unemployed women	<input type="checkbox"/>
	Women	X
	Teachers	<input type="checkbox"/>
	Pupils	<input type="checkbox"/>
	additional target group, if necessary	<input type="checkbox"/>

Please mark! (Multiple marks possible)

Phases of business foundation	(regional) Foundation atmosphere / foundation culture	<input type="checkbox"/>
	Generation / Evaluation of start up ideas	X
	Regional support infrastructure for founders	X
	Founder qualification	X
	Start up consulting	X
	other service for setting up businesses	<input type="checkbox"/>
	Business start up coaching (post start up phase)	X

Description of the project (goals, activities, process, obstacles)

The city of Brandenburg/ Havel has been for several years a region where the unemployment rate lies far above Federal average. Some people view creating an independent business as an interesting and plausible alternative to unemployment. Still only every third enterprise in Germany is created by a woman. Recent studies show that if women start a new enterprise they do so as successfully as men and that it is worthwhile to explore the business potential of women. Women are handicapped in their professional success by internal and external barriers. Such obstacles could be "qualification", "traditional gender specific roles in the family and the surrounding", "procurement of starting capital" as well as "insufficient consulting and training possibilities".

⇒ Qualification

Women invest in general less in the development of their human capital, partly caused by interruptions of the professional activity due to family planning. This is also a reason for the smaller professional experience of women in comparison to than men. This is partly caused by the fact that women tend to aim less at ascending to leading positions. The deficits of qualification however center more rarely around the technical know-how than the management abilities.

⇒ Traditional gender specific roles in the family and the surrounding

Being torn between the family and the professional career is a substantial problem for future female business owner. Women, who possess their own business often feel that they do not spend enough time with their families and feel guilty because of that. Harmony need and subordination as part of the female character are counterproductive to the establishment of a business enterprise.

⇒ Procurement of initial capital

Women often experience gender-based stereotypical behavior meaning that women despite having good business concept are not thought to be capable of success. It is also proven that women have smaller or no collaterals and own less capital compared to men.

⇒ Insufficient consulting and training possibilities

Consulting and training possibilities affectively diminish or at least lessen most of the mentioned establishment obstacles. Identified qualification breaches can be taken care of. Consultation can also be helpful in family problems. With problems in the procurement of capital, qualification can help only to a certain extent. It is possible to improve negotiating abilities and profesionalize the business concepts in order to secure successful dealing with banks or other business partners..

The already mentioned study specifies that: "target group oriented consultation and further training is the kings way for the promotion and development of business potentials and abilities of women through all stages of development from the businesswoman-to-be to the successful entrepreneur." The study determines: "quantitatively and qualitatively satisfying offers for potential founders is not sufficient at present." Special seminars for women are offered by some institutes, but only occasionally.

The experiences of the GI occupation department of action NOW (GI Beschäftigung Aktionsbereich NOW) will be given strong consideration in the planning and realization of new training offers. Rural areas will be given special consideration. The city of Brandenburg is a former industrial town with a weak economic diversification.

We want to develop a concept for the establishment of company support concepts for unemployed women. All new measures which will be applied are to be connected to the already existing initiatives and projects. Important to mention are the founder service (Gründerlotsendienst), the women-oriented establishment network of founders (GründerInnennetzwerkes e.V.), the project "Enterprise", the offers of the chambers and the Department for the Promotion of economy, the Business plan competition and the offers of the "Future Agency" Brandenburg (ZukunftsAgentur Brandenburg).

Proceeding on the assumption that the individual conditions of each potential female founder are different and the impossibility of speaking about THE founder in general, the educational provision must be developed in a modular way. An assessment center should form the entrance into the training, which is to serve as an orientation and help the potential founder in the decision-making process . During the assessment center the strong and weak points of each woman should be establish and the further qualification need is to be determined.

The qualification need of the potential founder is established on the work done in the assessment center. Offered are classes in basic economical knowledge, marketing and basic knowledge for legal processes. Personality training, which aims to enable women to over come the above mentioned establishment obstacles is of highest priority. Conflict and negotiation abilities, communication training, time management, presentation techniques and decision-making capability are also of utmost importance. The significance of good training opportunities increases with the amount of time that the women have been unemployed. That is why taking part in training measures should not be a voluntary but an obligatory part of the founding process. Not only the transfer of knowledge but also the appliance of this knowledge is an important part of the classes. The creation of a proper business plan should also play a vital role.

The teaching methods should related to the current standard of science. Besides the classical forms of teaching such as frontal teaching, group work and role play, new forms of self-motivated learning are to be integrated.

During the educational process the participants become acquainted with all the institutions and establishments important to the foundation of their businesses. These institutions are partners of the start-up network.

Project results / experiences / good experiences

One of the goals of the project is the development and application of a concept designed for the special needs of female founders who come from unemployment and aim to establish their own company. An analysis of the further training market in and around the city Brandenburg as well as in the Federal state of Brandenburg had showed that there are no offers specifically aiming at female founders. That means that we are entering new ground in our Federal state. Other states as well as the GI ADAPT/Beschäftigung have set good examples for establishing preparation opportunities for women. Since the unemployment rate in our state is with around 20% particularly high, we wanted to promote the business potential of unemployment women. A suitable form of promotion is the use of training opportunities according to the SGB, which could have an extent of up to 12 weeks. After the consideration of different factors we decided on an 8-week training measure. This decision was promptly debated with the office of the labor in Brandenburg/Havel and the co-financing for our projects was secured at the same time.

Because of the uncertainty if and when the positive answer of the BMWA could be received our project started on the 1st of September 2002, so that the first of three planned training measures could take place in 2003. Before the training could begin an application procedure that out-lined the concept of the future business was to be carried out. Two in the theory and practice of further education and Gender Mainstreaming highly competent coaches were selected. They submitted the detailed concept in spring 2003 and the first training program with 14 women took place in May and June 2003. All the women in the program were unemployed, of different age groups and educational degree and had specific start-up ideas. Three of the participants founded their business immediately after the conclusion of the measure. All evaluations such as questionnaires and the so-called morning-feedback during and after end of the program, show the extraordinary success of the training as an optimal preparation of the potential founder for independent business activities and the high degree of satisfaction about the offered contents. 70% of the participants valued the fact that this course is exclusively for women as very positive. As planned the program was followed by a coaching of the founder during the pre-and/or post-formation phase. The most difficulties to proceed with the establishment of women, had as expected founders, who needed an outside financing, even though they had compiled a outstanding concept with the help of the personal coach. There were three women, who could not solve their problems till the end of 2003.

After a concept adjustment phase, in which the time table was slightly changed, the second measure with 13 women followed in October/November 2003. Renewed success showed us that we are following the correct principles with the basic structure of the course and that our practice-oriented approach is working. It can be concluded: A good concept is very important. But the success in the long run lies in the manner of implementation and depends on the capability and the commitment of the private coach. The coaches we have used are not only highly trained in the field but also possess extraordinary social skills. They partly have a lot of professional experience and enjoy a high reputation in the area Brandenburg/Berlin. They are themselves self-employed and due to their personality and their experience are able to lead and to motivate participants in such a way that those are perfectly prepared for the independence.

Contact

Institute for applied business studies for small and medium sized enterprises Brandenburg

(registered association)

Monika Kretschmer

info@gruenderlotse.org

+49 – (0)3381-381630

Links

Good Experiences Handbook

Project Management	Title	Country/ Tool No.
Valnalón Business Centre		ES/ 001

Please mark! (Multiple marks possible)

Target group	SMEs	X
	-> Handcraft	<input type="checkbox"/>
	-> Binational	<input type="checkbox"/>
	Unemployed	<input type="checkbox"/>
	-> Unemployed women	<input type="checkbox"/>
	Women	X
	Teachers	X
	Pupils	X
	<hr/> Add additional target group, if necessary!	<input type="checkbox"/>
	<hr/> Add additional target group, if necessary!	<input type="checkbox"/>

Please mark! (Multiple marks possible)

Phases of business foundation	(Regional) foundation atmosphere	×
	Generation/ Evaluation of foundation ideas	×
	Regional infrastructure for entrepreneurs	<input type="checkbox"/>
	Entrepreneur qualification	×
	Set-up preparation	×
	Services for setting up businesses (start up)	×
	Business start-up coaching (post start-up phase)	×

Project description (targets, activities, proceedings, impediments)

EQUAL IMPULSA SPECIFIC ACTIONS

IDEA GENERATION WORKSHOPS: Implementation and design of tailor-made teaching materials. The main goal is to provide young people in rural areas with tools for the development of creativity skills they can apply on business ideas.

MOTIVATIONAL WORKSHOPS: 4-sessionS workshop. Target audience: participants in the aforementioned workshop. "Learning by Doing" approach aiming to develop entrepreneurship skills and make people aware of the steps needed to transform a business idea into a feasible business start-up project.

BUSINESS IDEA DEVELOPMENT MANUAL: The manual provides in-depth information on the development of a business plan. Its contents back up areas that are dealt with in the motivational workshops.

Project description (targets, activities, proceedings, impediments)

Valnalón plays a pivotal role in the promotion of entrepreneurship at both regional and national level. Its TRAINING PROGRAMME FOR ENTREPRENEURSHIP encompasses a wide array of projects targeting very different audiences. Its efforts start at the educational level where 3 different educational projects are being implemented:

Primary education:

Una empresa en mi escuela (A company at my school): 8-11 year old students start up their own company and manufacture their own products. Afterwards they sell them at the local marketplace. Teaching materials and methodology developed by Valnalón. Currently 1240 students, 45 classrooms in 21 different schools are involved in the scheme under the umbrella of Valnalón's coordination. Teacher training provided.

Lower Secondary Education:

Empresa Joven Europea (Young European Enterprise): 15-18 year old students start up their own import-export company. The project links schools all over the world in order to provide a first-hand experience on international trade aspects.

Teaching materials and methodology developed by Valnalón. Currently 1130 students, 62 classrooms in 35 different schools in Asturias region alone are involved in this project. Valnalón plays a coordination role again. Teacher training provided.

Upper Secondary Education, Vocational Training and University level:

Taller de Empresarios (Entrepreneurs workshop): Self-employment motivational talks and 20-hour workshops where students develop business ideas. 9630 students in the region attend the talks. Afterwards a 10% move on to enrol the workshops.

Moving onto an upper stage of the TRAINING PROGRAM , Valnalón supports people with an entrepreneurial flair (whatever the sector), people with business ideas and start-up entrepreneurs by means of :

A Project incubator: A support programme aiming to help people transform their business idea into a feasible business project. Access to different kind of facilities and mentoring is provided by Valnalón.

Business centre: Valnalon offers low-rent space to start-up companies in order to put down to a minimum the risk of failure. Maximum period of stay is 3 years.

Public promotion of office and industrial space: Space for hire with a 12 year purchase option.

Project outcomes/ Experiences/ good experiences

Documentation and publication of the experience, tools, methods and teaching materials for every educational project. One of the projects has been included in the educational curriculum of the region as an optional subject. This is the only entrepreneurship-based subject in the educational curriculum. Successful transfer of methodologies to different regions and areas in Spain (Navarra, Basque country, Canary Islands)

Contact

Valnalón Ciudad Tecnológica
José Manuel Pérez Díaz
valnalon@valnalon.com
+34985692227

Links

www.valnalon.com
<http://eme.valnaloneduca.com>
<http://eje.valnaloneduca.com>

Good Experiences Handbook

Project Management	Title	Country/ Tool No.
COMMERCIAL ASSOCIATION "ERMIS"		GR/ 001

Please mark! (Multiple marks possible)

Target group	SMEs	
	-> Handcraft	
	-> Binational	
	Unemployed	x
	-> Unemployed women	x
	Women	x
	Teachers	
	Pupils	
	<hr/> Add additional target group, if necessary!	
	<hr/> Add additional target group, if necessary!	

Please mark! (Multiple marks possible)

Phases of business foundation	(Regional) foundation atmosphere	X
	Generation/ Evaluation of foundation ideas	X
	Regional infrastructure for entrepreneurs	X
	Entrepreneur qualification	X
	Set-up preparation	X
	Services for setting up businesses (start up)	X
	Business start-up coaching (post start-up phase)	X

Project description (targets, activities, proceedings, impediments)
<p>Sensitisation of unemployed women and men with regard to perspectives of the self-employment in enterprises with innovations, creation of curricula, references to acts and progress reports.</p> <p>This program aims in the promotion of inter-country exchange of equitable practices that has been developed, tested and ratified in local or national level, via new strategies of action. The strategies that are proposed are connected with the priorities that have been placed in the national plan of action (ESD), and aim in the growth of innovative methods for the concretisation of policies in the sectors of job market, training and social integration of unemployed persons, using at the same time innovative developments that have been achieved other member states and likely they can find territory and in our own region.</p>

Project outcomes/ Experiences/ good experiences

Preparation, realization and evaluation of the **project for sensitisation to 100 unemployed persons** in Peloponnisos of Greece.

Contact

COMMERCIAL ASSOCIATION “ERMIS”

Matina Parashou

fktri@internet.gr

2710 242188

Links

Good Experiences Handbook

Project Management	Title	Country/ Tool No.
Drama Chamber	Support to SMEs in Border Regions Along the Borders of the EU with Candidate Countries	GR/ 002

Please mark! (Multiple marks possible)

Target group	SMEs	X
	-> Handcraft	X
	-> Binational	X
	Unemployed	<input type="checkbox"/>
	-> Unemployed women	<input type="checkbox"/>
	Women	<input type="checkbox"/>
	Teachers	<input type="checkbox"/>
	Pupils	<input type="checkbox"/>
	SMEs along border regions	X

Please mark! (Multiple marks possible)

Phases of business foundation	(Regional) foundation atmosphere	<input type="checkbox"/>
	Generation/ Evaluation of foundation ideas	X
	Regional infrastructure for entrepreneurs	X
	Entrepreneur qualification	X
	Set-up preparation	X
	Services for setting up businesses (start up)	X
	Business start-up coaching (post start-up phase)	X

Project description (targets, activities, proceedings, impediments)

This is a highly specialized project that is co-funded by the European Commission and the Drama Chamber to assist and support the SMEs in border regions of the EU along the borders with countries candidate members for full membership. The scope of the programme is to support SMEs in their efforts to become more competitive and be able to prepare and adjust to the new requirements that will come due to the enlargement of the EU. Objective of the programme is to prepare SMEs to minimize the threats of enlargement and to maximize the benefits of a larger market.

The programme includes a number of different project that include information, specialized services, consulting support, specialized consultancies, Cross Border Cooperation activities, coaching, training, on-the- job-training, etc.

Project outcomes/ Experiences/ good experiences**Contact**

Drama Chamber Of Commerce and Industry
Alkis Papademetriou, International Programme Directro
e-mail: pap@dramanet.gr
+ 30-25210-55160

Links

www.arage28.gr

Good Experiences Handbook

Project Management	Title	Country/ Tool No.
DRAMA CHAMBER		GR/ 003

Please mark! (Multiple marks possible)

Target group	SMEs	X
	-> Handcraft	X
	-> Binational	X
	Unemployed	<input type="checkbox"/>
	-> Unemployed women	<input type="checkbox"/>
	Women	<input type="checkbox"/>
	Teachers	<input type="checkbox"/>
	Pupils	<input type="checkbox"/>
	_____	<input type="checkbox"/>
	Add additional target group, if necessary!	<input type="checkbox"/>
	_____	<input type="checkbox"/>
	Add additional target group, if necessary!	<input type="checkbox"/>

Please mark! (Multiple marks possible)

Phases of business foundation	(Regional) foundation atmosphere	<input type="checkbox"/>
	Generation/ Evaluation of foundation ideas	<input type="checkbox"/>
	Regional infrastructure for entrepreneurs	<input type="checkbox"/>
	Entrepreneur qualification	<input type="checkbox"/>
	Set-up preparation	<input type="checkbox"/>
	Services for setting up businesses (start up)	<input type="checkbox"/>
	Business start-up coaching (post start-up phase)	<input type="checkbox"/>
	Direct support to SMEs of the wider region in order to increase their competitive edge	<input checked="" type="checkbox"/>

Project description (targets, activities, proceedings, impediments)

The overall objective of the pilot programme **Support to SMEs in the Border Regions** is to contribute to the strengthening of international competitiveness of SMEs in the border regions and economic sectors which are particularly affected by the socio-economic costs likely to be incurred in the EU enlargement process in Central and Eastern Europe (CEE).

More specifically, the program's aims are :

- (1) to inform SMEs about those aspects of the enlargement process which are relevant for their respective competitive situation, to allow them to **identify the opportunities, challenges and risks** of the changing socio-economic environment;
- (2) to assist SMEs to **respond to the changing situation** and to develop and implement new business strategies and activities, including measures to improve management techniques and staff qualification;
- (3) to promote cross-border cooperation both between SMEs, or groups of SMEs, and between SME support organisations, to **optimize** - in the medium and long term - the **mutual benefits** from enlargement.

The overriding **objective** of the programme is to contribute to the strengthening of SMEs in the border regions and economic sectors which are particularly affected by the socio-economic effects of enlargement. The programme aims mainly at two types of SMEs: small labour-intensive businesses facing increased competition as a result of cheaper labour costs in the CEEC, and larger more capital-intensive and technologically advanced SMEs likely to benefit from the CEE growth markets and location advantages.

-Strengthening of the competitiveness of SMEs in the Border Regions

-Preparation of SMEs for chances and risks of enlargement, in particular the positive aspects of enlargement

Types of Activities

Three types of activities

- Activity 1 - **Information Management:** information on the enlargement process, market potentials and business opportunities
- Activity 2 - **SME Qualification and Strategy Development:** management training and individual consultancies
- Activity 3 - Networking and Cross-border Cooperation

Project outcomes/ Experiences/ good experiences

Results May 2002 to August 2003 - 1

Information

- SMEs informed/ sensibilised about the programme: 4000
- Information meetings: 25
- Participants in information meetings:750
- Enlargement enquiries: 2750
- SMEs using Business Advisers: 80
- SMEs registering for qualification and cross-border business co-operation activities: 40

Qualification and Strategy Development

- SME working groups:15
- SMEs participating in working groups: 60
- Workshops: 7
- Participants in workshops: 90
- Individual consultancies and coachings: 5
- Participants in consultancies and coachings etc. :50

Cross-border Business Co-operation

- SMEs looking for information and business partners: 20
- Market surveys: 2
- Cross-border business co-operation projects: 4
- EU SMEs participating in co-operation projects: 20

Contact**COMMERCIAL ASSOCIATION “ERMIS”**

Alkis Papadimitriou

pap@dramanet.gr

25210 55160

Links<http://www.arage28.gr/>

Good Experiences Handbook

Project Management	Title	Country/ Tool No.
Associação para o Ensino Bento de Jesus Caraça	Training for unemployed persons	PT/ 001

Please mark! (Multiple marks possible)

Target group	SMEs	<input type="checkbox"/>
	-> Handcraft	<input type="checkbox"/>
	-> Binational	<input type="checkbox"/>
	Unemployed	<input checked="" type="checkbox"/>
	-> Unemployed women	<input checked="" type="checkbox"/>
	Women	<input type="checkbox"/>
	Teachers	<input type="checkbox"/>
	Pupils	<input type="checkbox"/>
	<u>Add additional target group, if necessary!</u>	<input type="checkbox"/>

	Add additional target group, if necessary!	<input type="checkbox"/>
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Please mark! (Multiple marks possible)

Phases of business foundation	(Regional) foundation atmosphere	<input type="checkbox"/>
	Generation/ Evaluation of foundation ideas	<input type="checkbox"/>
	Regional infrastructure for entrepreneurs	<input type="checkbox"/>
	Entrepreneur qualification	<input checked="" type="checkbox"/>
	Set-up preparation	<input checked="" type="checkbox"/>
	Services for setting up businesses (start up)	<input type="checkbox"/>
	Business start-up coaching (post start-up phase)	<input type="checkbox"/>

Project description (targets, activities, proceedings, impediments)
Training for future entrepreneurs in areas connected with management, accountancy and other areas important for future entrepreneurs. The people involved in training have made their own business plan during training

Project outcomes/ Experiences/ good experiences
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Preparation, realization and evaluation of results
--

Documentation and publication of the experience, tools, methods and materials for the training
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Contact

Associação para o Ensino Bento de Jesus Caraça
--

Maria da Luz Domingos

epbjc.beja@clix.pt
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00351 284 329 110

Links

Good Experiences Handbook

Project Management	Title	Country/ Tool No.
Associação para o Ensino Bento de Jesus Caraça	Training for Small Farmers	PT/ 002

Please mark! (Multiple marks possible)

Target group	SMEs	<input type="checkbox"/>
	-> Handcraft	<input type="checkbox"/>
	-> Binational	<input type="checkbox"/>
	Unemployed	<input type="checkbox"/>
	-> Unemployed women	<input type="checkbox"/>
	Women	<input type="checkbox"/>
	Teachers	<input type="checkbox"/>
	Pupils	<input type="checkbox"/>
	Small Farmers Add additional target group, if necessary!	<input checked="" type="checkbox"/>

	Add additional target group, if necessary!	<input type="checkbox"/>
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Please mark! (Multiple marks possible)

Phases of business foundation	(Regional) foundation atmosphere	<input checked="" type="checkbox"/>
	Generation/ Evaluation of foundation ideas	<input type="checkbox"/>
	Regional infrastructure for entrepreneurs	<input type="checkbox"/>
	Entrepreneur qualification	<input type="checkbox"/>
	Set-up preparation	<input type="checkbox"/>
	Services for setting up businesses (start up)	<input type="checkbox"/>
	Business start-up coaching (post start-up phase)	<input type="checkbox"/>

Project description (targets, activities, proceedings, impediments)
Sensitisation and training of small farmers to the increment of entrepreneurial spirit

Project outcomes/ Experiences/ good experiences

Preparation, realization and evaluation of results

Documentation and publication of the experience, tools, methods and materials for the training.

Sensitisation to the need of improved the farming products image.

Contact

Associação para o Ensino Bento de Jesus Caraça

Maria da Luz Domingos

epbjc.beja@clix.pt

00351 284 329 110

Links

Good Experiences Handbook

Project Management	Title	Country/ Tool No.
Centro Social Cultural e Recreativo do Bairro da Esperança /Associação Alentejo XXI	Certiifiacion of Competences	PT/ 003

Please mark! (Multiple marks possible)

Target group	SMEs	
	-> Handcraft	<input type="checkbox"/>
	-> Binational	<input type="checkbox"/>
	Unemployed	<input checked="" type="checkbox"/>
	-> Unemployed women	<input type="checkbox"/>

	Women	<input type="checkbox"/>
	Teachers	<input type="checkbox"/>
	Pupils	<input type="checkbox"/>
	People whit low level of school degree Add additional target group, if necessary!	<input checked="" type="checkbox"/>
	<hr/> Add additional target group, if necessary!	<input type="checkbox"/>

Please mark! (Multiple marks possible)

Phases of business foundation	(Regional) foundation atmosphere	<input checked="" type="checkbox"/>
	Generation/ Evaluation of foundation ideas	<input type="checkbox"/>
	Regional infrastructure for entrepreneurs	<input type="checkbox"/>
	Entrepreneur qualification	<input type="checkbox"/>
	Set-up preparation	<input type="checkbox"/>
	Services for setting up businesses (start up)	<input type="checkbox"/>
	Business start-up coaching (post start-up phase)	<input type="checkbox"/>

Project description (targets, activities, proceedings, impediments)

The main target is to help people to achieve higher school degree so they can be more successful in labour market. People will enter in labour market in a better position to compete as employees or as entrepreneurs.

Project outcomes/ Experiences/ good experiences

Preparation, realization and evaluation of the **project for competences certification**
Documentation and publication of the experience, tools, methods and materials

Contact

Centro Social Cultural e Recreativo do Bairro da Esperança / Associação Alentejo XXI
Maria José Bicho/ Etelvina Gamito
axxi.geral@mail.telepac.pt
00351 284 323 689 / 00351 284 318 395

Links

Good Experiences Handbook

Project Management	Title	Country/ Tool No.
Centro Social Cultural e Recreativo do Bairro da Esperança /Associação Alentejo XXI	Insertion in Labour Market	PT/ 004

Please mark! (Multiple marks possible)

Target group	SMEs	<input type="checkbox"/>
	-> Handcraft	<input type="checkbox"/>
	-> Binational	<input type="checkbox"/>
	Unemployed	<input checked="" type="checkbox"/>
	-> Unemployed women	<input checked="" type="checkbox"/>
	Women	<input type="checkbox"/>
	Teachers	<input type="checkbox"/>
	Pupils	<input type="checkbox"/>

	Future entrepreneurs Add additional target group, if necessary!	<input checked="" type="checkbox"/>
	Add additional target group, if necessary!	<input type="checkbox"/>

Please mark! (Multiple marks possible)

Phases of business foundation	(Regional) foundation atmosphere	<input checked="" type="checkbox"/>
	Generation/ Evaluation of foundation ideas	<input type="checkbox"/>
	Regional infrastructure for entrepreneurs	<input type="checkbox"/>
	Entrepreneur qualification	<input type="checkbox"/>
	Set-up preparation	<input type="checkbox"/>
	Services for setting up businesses (start up)	<input type="checkbox"/>
	Business start-up coaching (post start-up phase)	<input type="checkbox"/>

Project description (targets, activities, proceedings, impediments)

Project outcomes/ Experiences/ good experiences
Preparation, realization and evaluation of the project Documentation and publication of the experience, tools, methods and materials

Contact

Centro Social Cultural e Recreativo do Bairro da Esperança / Associação Alentejo XXI

Maria José Bicho/ Etelvina Gamito

axxi.geral@mail.telepac.pt

00351 284 323 689 / 00351 284 318 395

Links

Good Experiences Handbook

Project Management	Title	Country/ Tool No.
Núcleo de Empresários Agrícolas do Distrito de Beja/ Associação Alentejo XXI	Guidon to the Qualification of Farm Products and Connection between Farmers and selling units	PT/ 005

Please mark! (Multiple marks possible)

Target group	SMEs	<input type="checkbox"/>
	-> Handcraft	<input type="checkbox"/>
	-> Binational	<input type="checkbox"/>
	Unemployed	<input type="checkbox"/>
	-> Unemployed women	<input type="checkbox"/>
	Women	<input type="checkbox"/>
	Teachers	<input type="checkbox"/>
	Pupils	<input type="checkbox"/>
	Small Farmers Add additional target group, if necessary!	<input checked="" type="checkbox"/>

	Add additional target group, if necessary!	<input type="checkbox"/>
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Please mark! (Multiple marks possible)

Phases of business foundation	(Regional) foundation atmosphere	<input checked="" type="checkbox"/>
	Generation/ Evaluation of foundation ideas	<input type="checkbox"/>
	Regional infrastructure for entrepreneurs	<input type="checkbox"/>
	Entrepreneur qualification	<input type="checkbox"/>
	Set-up preparation	<input type="checkbox"/>
	Services for setting up businesses (start up)	<input type="checkbox"/>
	Business start-up coaching (post start-up phase)	<input type="checkbox"/>

Project description (targets, activities, proceedings, impediments)

Project outcomes/ Experiences/ good experiences
Preparation, realization and evaluation of the project
Documentation and publication of the experience, tools, methods and materials

Contact

Núcleo de Empresários Agrícolas do Distrito de Beja/ Associação Alentejo XXI
Fernanda Ribeiro/ Etelvina Gamito
axxi.geral@mail.telepac.pt
00351 284 318 395

Links