

8th Annual Meeting



PARTNERSHIPS FOR YOUTH

GETTING THE YOUNG INTO JOBS AND BUSINESS FOR
SUCCESSFUL WORKING LIFE

20 - 21 March 2012, Berlin, Germany

*In co-operation with the German Federal Government Commissioner for the New Federal States,
the Senate of Berlin Department for Labour, Integration and Women's Issues,
the German Federal Employment Agency, the European Youth Forum and
gsub mbH - Social Business Consultancy Corporation*

Networking session

LOCAL INITIATIVES FOR JOBS, INCLUSION AND BUSINESS DEVELOPMENT

11.30-12.30, Tuesday 20 March 2012



WELCOME TO THE NETWORKING SESSION!

The networking session is open to all Forum members to present their projects, exchange knowledge with peers and establish professional networks and contacts.

There will be a total of 20 round tables, in the gallery and in the seminar rooms, and each table will be dedicated to one project/initiative (see detailed 'division of tables' in the conference folder).

Project representatives will host the meeting with interested participants for two rounds of 30 minutes. Up to 10 persons can be seated at each table. The meetings are informal and very interactive and are moderated by the host (the project representative).

The booklet in your hands provides basic background information on all projects and initiatives presented in the networking session and should help you in choosing the meetings you wish to attend.

PROJECTS AND INITIATIVES

Projects and initiatives by country

1. **Australia** - Barragali (Reason to Act)
2. **Czech Republic** - Competencies for Life
3. **Finland** - Dyna project: student based entrepreneurship forum and preincubator
4. **France** - Novancia Business School Paris (presented along with Enspire EU Project n.18)
5. **Germany** - Berlin Local Pacts for Economy and Employment
6. **Germany** - Berlin programme for training places 2011
7. **Germany** - Career entry support (Berufseinstiegsbegleitung)
8. **Germany** - JobPoint
9. **Germany** - Labour Market Monitor (Arbeitsmarktmonitor)
10. **Germany** - Looping Berlin
11. **Germany** - Pfefferwerk Foundation – A former brewery supports social cohesion
12. **Germany** - The learning shop (LernLaden®) concept
13. **Germany** - "Training in sight"
14. **(The) Netherlands** - Tasty Green Lifestyle Experience
15. **Sweden** – KNUT: local government partnership improving social services and local labour market practice
16. **United Kingdom** – ESIMeC: Economic Strategies and Innovation in Medium Sized Cities

International projects, networks

17. **Central European Knowledge Platform for an Ageing Society**
18. **Enspire EU Project** (presented along with Novacia Business School Paris n.4)
19. **EUROCIRCLE** - Socio-professional inclusion through international youth mobility projects
20. **MetropolisNet EEIG** - European Network of Local Development Partnerships in Metropolitan Areas

Projects by international organisations

21. **OECD CFE LEED Programme** - Reviews on Skills and Competences for Entrepreneurship

1. Australia

Barragali (Reason to Act)

Background and rationale “BARRAGALI” (Reason to Act) is an Aboriginal employment initiative developed by Campbell Page aligned with the Australian Government “Closing the Gap” Policy. Since the introduction of its first Aboriginal Employment Strategy in 2004, Campbell Page has always challenged the traditional stereotypes surrounding employment of Aboriginal people. Today, through its committed approach, Campbell Page has continued to break down prejudices and barriers of both the employers as well as that of our Aboriginal Communities.

Aims and objectives The aim and objectives of “BARRAGALI” is to develop culturally sensitive Aboriginal Employment Programs in partnership with local industry. Our objectives range from piloting a new case management model for Aboriginal job seekers, developing mentors within Aboriginal communities and confronting long held fears from within the Aboriginal Community.

Timeframe 2011 to 2015.

Budget and source of financing Funding for these initiatives has predominantly been drawn from the IEP (Indigenous Employment Program) or from Job Services Australia (JSA) Employment Pathway Fund. Both of these are Australian Government Programs.

Human resources Partnership approach involving key stakeholders from Campbell Page business units. These include Employment Services Team, Indigenous Services Team and Cultural Diversity Team

Activities Activities have included:

- Targeted IEP Project with an Aged Care Organisation.
- Targeted Indigenous Program with local Oyster Lease businesses.
- Targeted IEP Contract with a major retailer.

Success factors

- Strong pre-employment processes – targeted recruitment, detailed information sharing, thorough induction.
- Our “intensive case management” approach to post placement support.
- Very strong employer engagement.
- Developing cultural awareness between both parties.

Results

- 40 Aboriginal clients successfully placed into employment in Aquaculture, Aged Care, Hospitality & Retail Industry with a recorded 85% Retention Rate.
- Pre-Employment Training targeting peer pressure, conflict resolution & work ethics.
- Change in social behaviour with a reported reduction in substance abuse behaviour.
- Participants have started to transition from being a job seeker to now being recognised as an Aboriginal Community role model.

Partners Campbell Page is the project owner and our partners included Illawarra Retirement Trust (IRT), Batemans Bay Oyster Lease, Coach House Marina Resort.

Project website www.campbellpage.com.au/data/home.php

Contact person Matthew Clarke – Executive Manager Strategic Business Outcomes, Campbell Page – Australia
Matthew.Clarke@campbellpage.org.au



2. Czech Republic

Competencies for Life

Background and rationale Key competencies are knowledge, skills, attitudes and values which are important for personal development and professional success of any member of the society. Integration of the key competencies approach into the education systems is part of strategies in many EU Member States. There are enormous challenges in implementation of this substantial change into traditional education systems. Within Moravian-Silesian Employment Pact of the Czech Republic a unique and transferrable solution has been developed and implemented in the last 7 years.

Aims and objectives The main aim of the MS Pact is to support a reform of the education system towards delivery of learning outcomes defined in key competencies for life. In order to do this the teachers in primary and secondary schools must be trained in experiential learning and must be equipped with methodologically coherent and very practical toolkits to develop key competencies of pupils and students.

Timeframe 2005 to 2010 – 1st generation (already implemented in CR and other EU countries); 2010 to 2013 – 2nd generation (already developed and being tested in the Czech Rep.).

Budget and source of financing Competencies for Life” project (2010 – 2013).
Almost 680,000 EUR financed from the ESF and the Czech Republic budget.

Human resources The project is focused on teachers and pupils in primary and secondary schools.

Activities

- Development of training toolkits for 6 competencies: Communication, Cooperation, Entrepreneurship, Problem solving, Life-long learning, Exploring and Orientation in information.
- Transfer of toolkits through training of primary and secondary school teachers.
- Pilot testing and implementation of trainings in schools.

Success factors The main success factors are: (a) experience and proven results from the first generation of competencies training toolkits; (b) a unique, tested and proven methodology for development of soft competencies; (c) an experienced team of researchers/developers/trainers of the project promoter, (d) a proven demand by employers and (e) a link to the National Qualification/Occupation System.

Results

- 6 training toolkits for primary schools and 6 for secondary schools.
- 700 teachers trained for experiential learning and equipped with toolkits.
- 21,000 pupils from primary and secondary schools.
- Expected mainstreaming in the Czech education system.
- Expected dissemination to other EU Member States.

Partners RPIC-ViP s.r.o. within Moravian-Silesian Employment Pact.

Project website www.kompetenceprozivot.cz + www.keycompetencies.eu

Contact person Zdenek Karasek, Director: karasek@rpc-vip.cz

3. Finland

Dyna project – student based entrepreneurship forum and preincubator

Background and rationale Dyna project will design and launch a multi discipline entrepreneurship forum and a pre-incubator service for students and teachers of higher and upper secondary level education in Päijät-Häme Consortium.

Through intensive use of social media networks, student entrepreneurship is promoted with all fields of entrepreneurship inside the studies.

Aims and objectives Dyna project's main aim is to develop and launch an online business ideas pre-incubation community for students. It's a new way to use Social Media tools for students studying business studies. Students may express his/her business idea or project by producing videos, loading pictures and writing a short description of the idea and developing it with help from community feedback.

Timeframe 1.1.2010 – 31.12.2012.

Budget and source of financing Total 450 000 €, European Social Fund ESF 80%.
Administrator Lahti University of Applied Sciences 20%.

Human resources Project Manager, Project Coordinator.

Activities Supports students and teachers with additional training and consultations from business experts and mentors at Dyna Meet Up coffee gatherings. Organises student based, entrepreneurship themed events. Provides student support and information on planning their business career in cooperation with local authorities. Develops approaches and tools for teaching in the virtual pre incubation community.

Success factors Project is modern and innovative using Social Media and technical equipment to reach its target audience. It is available 24/7 and speaks the language youth understand. It operates among the students and recruits students for its development teams. It offers students challenges and learning by doing experiments required by the thesis.

Results The online pre-incubation website is under development and piloted during year 2012 with approx. 400 students and teachers. There will be a new pre incubation process with tools in use for teaching and learning as a project output at Päijät- Häme region and its educational organisations. There will be around 9000 users in the future.

Partners Project owner and administration.
Lahti University of Applied Sciences, Innovation Centre.
No partners.

Project website www.dyna.fi, www.dynastart.fi, www.lamk.fi

Contact person Ms. Anne Timonen, Project Manager: anne.timonen@lamk.fi



4. France

Novancia Business School Paris

Background and rationale Novancia Business School is a new Business School from the Paris Chamber of commerce from the merging of Advancia and Negocia. It is specialised in Business development and entrepreneurship.

Aims and objectives The aims of the school is to create a new generation of managers and entrepreneurs with entrepreneurship and negotiation skills.

Main objectives:

- Develop student entrepreneurship skills.
- Help students to have a better overview of a business plan construction.
- Develop multicultural team skills and introduction of social and solidarity-based business.
- Develop an international network.

Activities The entrepreneurship awareness service of Novancia has created some educational innovation to help students think more about company creation.

The 24 hours entrepreneurship adventure: The “24 hours” is an event that takes place in our school which groups 8 different schools with different specialisations such as entrepreneurship, engineering, design etc...

The students have 24h to create a business with workshops every 4 hours on a specific topic about companies, creativity, marketing, finances...

<http://www.novancia.fr/Les-24-heures-chrono-de-l.html>

Summer school in Paris (France): Our interactive entrepreneur boot camp, designed for 48 international students, is focused on improving participants’ management skills, boosting their self-confidence and developing their physical abilities to face new business challenges. It is an intensive and instructive program to gain critical feedback and advice about business modeling and planning, and to transform a startup idea into a successful venture.

Success factors Not applicable the initiatives that we are organising are about awareness. We have some feedback from some of the participants that have started their own company but we don’t measure any success factors.

Results Improve student skills in entrepreneurship.

Partners Other international schools.

Project website www.novancia.fr

Contact person Malo Richard: mrichard@novancia.fr

5. Germany

Berlin Local Pacts for Economy and Employment

Background and rationale Berlin, the capital of Germany has twelve districts. Each district has its own Local Pact for Economy and Employment (BBWA). The pacts are implemented within the framework of the Berlin Senate Strategy "Pacts for Economy and Employment".

Each BBWA is designed with the participation of various local stakeholders and Berlin's labour market policy provides three funding sources especially created to strengthen the local strategy by supporting projects within the framework, selected by local boards.

Aims and objectives The BBWA goal is to create employment and training opportunities and to support local businesses by establishing networks at the local level.

Timeframe Since 2000 – ongoing.

Budget and source of financing The Pact-coordination and technical assistance for the funding is financed by the Berlin Senate Department of Labour, Integration and Women. The fundings supplied are sourced by the European Social Fund and the European Fund of Regional Development.

Human resources 3 networking-coordinators, 3 programme-coordinators (Local Social Capital (LSK), Partnership-Development-Employment (PEB), Business Support Measures (WDM).

- Activities**
- Network coordination and management.
 - information transfer, PR work and workshops.
 - Support and consultation of the local boards and actors.
 - Programme management and funding administration.

- Success factors**
- Enhanced cooperation between the governmental and local level.
 - Established local networks and boards in each Berlin district.
 - Existence of an action plan developed for each district.
 - Improvement of communication between local resorts.
 - Use of funding for special target groups in each district.

Results Since 2000, coalitions of this nature have been established in all twelve districts of Berlin. They have been initiated successfully and have intensified the co-operation between various organisations. As a result, priorities have been defined collectively and more than 1200 projects have been carried out. New vertical and horizontal contacts have been made for future co-operation.

Partners Project owner: Berlin Senate Department for Labour, Integration and Women.

Intermediate body: comovis GbR.

The partners are local/district administrations, business support structures, business associations, employment agencies, unions, welfare charities, representatives of the third sector, professional bodies, universities and other educational institutions.

Project website www.bbwa-berlin.de

Contact person Carola Oelsner, Senatsverwaltung für Arbeit, Integration und Frauen:
carola.oelsner@senaif.berlin.de

Heide Dendl, comovis: heide.dendl@comovis.de



6. Germany

Berlin programme for training places 2011

- Background and rationale** In the middle of the 90s Berlin had to face a big problem: A huge number of missing training places for young and graduated persons. Due to this problem, a programme was designed to help these mentioned target group to find an apprenticeship. These programme, since 2010 called "Berlin programme for training places", refers to the educational system in Germany and therefore focuses on in-firm training. The "Berlin programme for training places 2011" (abbr. BAPP 2011) is the latest link in the chain of annual programmes.
- Aims and objectives** BAPP 2011 is mainly based on collaborative training between a vocational institution and a Berlin entrepreneur. They both share the operational part of the training (each 50%) and are accompanied by a vocational school which is in charge of the theoretical part of the training.
- The vocational institution is funded by the programme and the entrepreneur takes part in the costs.
- Timeframe** BAPP 2011 started in September 2011. The duration of the training depends on the profession, is based on the guidelines for training and requires 2, 3 or 3,5 years.
- Budget and source of financing** BAPP 2011 provides 500 training place. Each training place will be supported by an amount of approximate 15.000 € by the Berlin Senate Department of Labour, Integration and Women. The rest of the cost mainly will be covered by the firms.
- Human resources** The Berlin Senate Department of Labour, Integration and Women has commissioned comovis as an intermediate body with the implementation of the BAPP 2011.
- Activities** Main activities are: Planning and coordinating the programme, managing the whole process and cooperation of the partners, support and consultation of the actors and fiduciary administration as well as close cooperation with the responsible Senate Department.
- Success factors** In Germany vocational training is the task of the entrepreneurs. But not every firm is able to provide training places, e.g. because of lack of capabilities or basic necessities or they are start-ups.
- Particularly through the collaborative training the programmes for training places contributed to include those firms in the vocational training. Additional training places could be raised. Entrepreneurs qualified their employees supported by vocational institutions.
- Results** In the years 2004 – 2011 more than 14.000 young people got a training place. Vocational trainings in more than 150 different professions were offered. Every year (and in every programme) 1.200 firms were involved on an average.
- Partners** Contracting entity: Berlin Senate Department of Labour, Integration and Women.
- Intermediate body: comovis GbR.
- Partners are professional bodies as employment agencies, unions, business associations, chambers of commerce, chamber of crafts etc.
- Project website** www.spiconsult.de/index.php?id=333
www.comovis.de/Ausbildung_1.html
- Contact person** Dietmar Jarkow, Senatsverwaltung für Arbeit, Integration und Frauen:
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- Rainer Rodewald, comovis: rainer.rodewald@comovis.de

7. Germany

Career entry support (Berufseinstiegsbegleitung)

Background and rationale Berufseinstiegsbegleitung (Career entry support) includes an individual mentoring of pupils in their last two years of school until they enter vocational training. After a model-based testing on 1.000 selected schools, the career entry support will be regularly promoted from April 2012 onwards on the basis of Social Code III, insofar a third party acquires a financial part of at least 50%.

Aims and objectives The measure supports those students, whose degree is endangered and which focus probable difficulties in the transition to vocational training after leaving school. The support includes assistance in attaining high school diplomas, vocational guidance and selection, finding a job and support in the first six months of training.

Timeframe The Career entry support usually begins in the pre-transition class and ends six months after taking up training, but no later than 24 months after leaving school.

Budget and source of financing By the Federal Agency (BA) commissioned providers obtain the measure costs (these are the reasonable expenses for the implementation of the measure including the necessary costs for the career attendants). The BA can support only if a third party co-finance the activities of at least 50%. The financial budget of BA provides 100 Million € for the Career entry support for 2012.

Human resources A career attendant (normally an employee of the responsible provider) mentors 20 pupils.

Activities The measures are conducted by those (educational) providers, who have been commissioned by the BA.

Success factors Early and continuous monitoring of young people is important in order avoid minus development and to achieve sustainable integration results. The support is tailored to its specific design to meet the individual needs of each participant.

Results The measures of Career entry support are currently under evaluation. According to the first interim results, the Career entry support contributes significantly to improve the professional orientation of the participants. Final results from the impact analysis will be available later this year.

Partners Important cooperation partners (also regarding the required co-financing) are the Länder according to their responsibility for schools. On site these are numerous partners, primarily the schools, communities (youth services), chambers, etc.

Project website www.arbeitsagentur.de/nn_26264/Navigation/zentral/Buerger/Zwischenzeit/Beratung/Beratung-Nav.html#d1.7

Contact person Bundesagentur für Arbeit



8. Germany

JobPoint

Background and rationale Job Point is a modern and open job placement service, which appeals to business and jobseekers alike. The service accurately and efficiently matches jobseekers to jobs. Employers and jobseekers meet each other directly. The service is modelled on the Danish system of Jobbutikken.

Aims and objectives Job seekers who come to Job Point are highly motivated, committed and proactive. They use Job Point facilities and resources to put together job applications, research on job & career options and get in touch with employers by phone or online. Employers post job openings to reach a large number of motivated applicants. All services are free of charge.

Timeframe Job Point Neukölln as a project was founded in February 2002.

Budget and source of financing The Job Point Neukölln has 2 project sponsors: The JobCenter Neukölln and the Senate Department for Integration, Labour and Women's Issues.

Human resources 7 employees and 4 additional staff members.

Activities The latest job offers are presented on display boards that can be viewed during shopping hours.

Success factors Job Point Neukölln has had over 1,5 mio shop visitors since 2002 and offered more than 100.000 jobs, of which two-thirds could be filled.

Results The idea and working structures of the Job Point are highly transferable to urban areas throughout Europe, when the local circumstances are considered and the labour market stakeholders are involved. That makes the Job Point a real Best-Practice-Example with an explicit European value.

Partners Job Point Neukölln is a project of the gsub-Projektgesellschaft mbH. The Job Point Neukölln project is funded by JobCenter Neukölln and the Senate Department for Integration, Labour and Women's Issues.

Project website www.jobpoint-berlin.de

Contact person Ingrid Steinhagen, Project Manager: ingrid.steinhagen@gsub.de
Hüseyin Kelleci, Consultant: Hueseyin.Kelleci@gsub.de

9. Germany

Labour Market Monitor (Arbeitsmarktmonitor)

Background and rationale Megatrends like globalisation and the demographic change require coordinated solutions, jointly organised, completed and implemented by local labour market actors. In this context the Labour Market Monitor can be seen as an instrument that aims to analyse regional trends in the networks of regional labour market stakeholders and to act preventively.

Aims and objectives The aim of the labour market monitor is to provide the regional labour market partners a uniform data base on the regional structure and the development potential of their region. A high priority is given to the development of local branches. The provided data should therefore serve as a basis for local networking. Thus, the local actors are getting helped to develop coordinated strategies and shared solutions.

Timeframe The Labour Market Monitor was launched in 2010 and is intended as a permanent platform. The information base of the monitor and the possibilities of cooperation in the network have been improved continuously.

Budget and source of financing 750.000€ p.a. of the budget of the Federal Employment Services (BA).

Human resources The editorial content and the development of the platform are supervised by a central team and external developers. The communication is supported by a nationwide represented network of coordinators. In the future the users of the platform will be increasingly involved in further developments in order to achieve a higher identification with the labour market monitor.

Success factors A common data base on the platform serves for the local labour market partners as a basis for discussions. A broad representation of success stories as well as existing networks enables an orientation on "good practices". Information such as news and linked documents provide an overview of current developments in the labour market.

Results The Labour Market Monitor has a continually growing number of users. Currently, 9038 people use the monitor. The number of external users, e.g. Chambers, firms, policy and research, is just under 40%.

Project website The website of the monitor can be visited only after an application:
<https://arbeitsmarktmonitor.arbeitsagentur.de/>

Contact person Britta Ullrich: Britta.Ullrich2@arbeitsagentur.de



10. Germany

Looping Berlin

Background and rationale According to a federal report of 2010, the student's dropout rate has increased in 2008 to a total of 24%. The reasons are, amongst others, financial problems and lack of study motivation. At the same time, missing knowledge about Berlin's educational and vocational counselling services shows a need to focus more strongly upon the distinct supportive needs student drop-outs may have and which information access points are needed to reach them more quickly and thus support them to either continue with educational trainings and/or take a step towards new job opportunities.

Aims and objectives The project website Looping Berlin for the first time displays all educational and vocational supportive services available locally to Berlin's study drop-outs. It secondly aims at implementing a network of strategic partners promoting the key role of study drop-outs when discussing future shortage of skilled workers. Looping Berlin thirdly offers its own counselling service with one key focus in personal competence analysis.

Timeframe April 2011-December 2013.

Budget and source of financing The Senate of Berlin, Department for Labour, Integration and Women's Issues.

Human resources Presently 70 hours p/week covered by two people.

Activities Launching a website with customer relationship management system, co-launching socialmedia profiles (i.e. Facebook), promoting a new-to-build-up network of strategic partners, promoting the services offered to key stakeholders in the region of Berlin.

Success factors Launched website, launched educational and vocational counselling service, communication built up between strategic partners, key stakeholders know and promote implemented services, study drop-outs gain access to and use services offered.

Results Website launched (Dec 2011), educational and vocational support service in operation (Oct 2011), first network meeting in 2012 (scheduled for Mar/Apr 2012).

Partners The Senate of Berlin, Department for Labour, Integration and Women's Issues (project owner); zukunft im zentrum GmbH Berlin (project developer); Berlin Department for Education and the Sciences; Berlin Chambers of Commerce (IHK, HWK), Berlin-Brandenburgs subsidiary of the Federal Employment Agency, Association of Entrepreneurs UVB Berlin-Brandenburg.

Project website www.looping-berlin.de

Contact person Marc Butzbach, Regine Schenkenberger: looping@ziz-berlin.de

11. Germany

Pfefferwerk Foundation – A former brewery supports social cohesion

Background and rationale The former brewery Pfefferberg located in Berlin/Prenzlauer Berg has been developed in a Centre of Arts, Culture and Services during the past years. But it also serves as financial basis for the activities of Pfefferwerk Foundation - the new owner of the brewery which every year supports financially an increasing number of small projects in Berlin. Considering the origin, the steps and the situation today the concept is a successful example of partnership between social initiatives, public authority and private involvement in favour of local development, job creation and social cohesion.

Aims and objectives Pfefferwerk Foundation wants to contribute to strengthen community, diversity and social cohesion, supporting initiatives or projects which create jobs or improve the chances of disadvantaged people (youngsters, women, migrant people) for the labour market by providing services in areas of activity like vocational training, public education, child and youth support, support for elderly people, welfare, Culture.

Timeframe 1999 – 2098 (at the moment).

Budget and source of financing Public subsidy from Berlin Senate for buying the real estate property as basis for the Foundation, now it gets rent from the users (spent mostly for supporting projects).

Human resources Two board members, voluntary work.

Activities In its six different areas of activity, Pfefferwerk Foundation operates passively (subsidies) and actively. That means depending on the need and theme it can carry out also own small limited projects in different forms and structures – initiative, participation, administration. It is also owner of a limited company for common benefit (Pfefferwerk Stadtkultur gGmbH), employing more than 600 people and 150 trainees.

Success factors For the establishment of the Foundation: collaboration between different very motivated actors, favourable political conditions, financial support from Berlin Senate, know how, confidence, also luck; for the financial basis for the activities today: stable juridical framework, dependable partners

Results The old brewery has been renovated by institutions settled there (arts, services), the financial basis permits uncomplicated support (very flexible) for an increasing number of small initiatives on the grass root level during their first steps

- Direct impact: empowerment, new jobs, new skills, networking.
- Indirect impact: local development, diversity, social cohesion.

Partners Pfefferwerk Network Organizations, social organizations and initiatives in Berlin, Berlin Senate, DPW, REVES.

Project website www.stpw.org

Contact person Margitta Haertel: haertel@pfefferwerk.de



12. Germany

The learning shop (LernLaden®) concept

- Background and rationale** People with little or no qualifications have fewer opportunities to gain a strong foothold in the job market. The pursuit of a clear, lifelong learning curve is a core element of the strategies of both the EU and on a national level. Part of the infrastructure for lifelong learning is education counselling, which is increasingly becoming a focal point for education experts. In 2001 LernNetz Berlin-Brandenburg e.V. has developed a model (learning shops) which has been successfully implemented in Berlin since 2003.
- Aims and objectives** Personal counselling is the focus of the learning shop (LernLaden®). This is orientated towards the needs of the person seeking advice and always places their current living situation at the forefront. Alongside these personal consultations the learning shops also offer short counselling sessions on the phone or via email. A range of courses in, for example, job seeking, application training and vocational targets accompany the core business of counseling.
- Timeframe** 01.03.2003 – 31.12.2012
- Budget and source of financing** Approx. 400.000,- per year
Financed through the Berlin Senate for Labour, Integration and Womens Affairs (formerly Berlin Senate for Integration, Labour, and Social Affairs) from national and European Social Funds (ESF) and co-financed by the JobCenter.
- Human resources** One learning shop has 1 project manager, 3-4 education counsellors, 1 coach, 1-2 mobile education counsellors, 1 project assistant.
- Activities**
- Individual counselling in the learning shops (informative counselling, situational counselling, biography-based counselling.
 - Mobile education counselling: mobile education counsellors go to areas where their target groups (youth and older people) are often located: in youth clubs, cafés, city centres.
 - Coaching.
- Success factors** There are three learning shops in Berlin: LernLaden Am Ostkreuz, LernLaden Neukölln and LernLaden Pankow. A learning shop (LernLaden®) is just like any "normal" business in highly frequented and easily accessible areas with open access to counselling for which no appointment is required. It is open to all, no customer group is turned away. The counselling takes place without the need to provide personal details, has complete agency neutrality and is free of charge with service-oriented opening hours.
- Results** In 2011 the learning shops had almost 24.000 visitors. The counselling figures at the learning shops, at 8,000 per year, are also high. In total there have been more than 70,000 consultations since the conception of the learning shops to year end 2011. The learning shops are mainly visited by the 25-44 year age group and almost one fifth of all consultations were with people with migration backgrounds.
- Partners** The learning shops are supported by the organisations DAA GmbH, gsub mbH, zukunft im zentrum GmbH. The registered association LernNetz Berlin-Brandenburg acts as a coordination point for the three learning shops.
- LernNetz Berlin-Brandenburg and the learning shops combined have been financed since 2006 through the Berlin Senate for Labour, Integration and Womens Affairs (formerly Berlin Senate for Integration, Labour, and Social Affairs) from national and European Social Funds (ESF). The learning shops receive co-financing from their respective JobCenter.
- Project website** www.LNBB.de
- Contact person** LernLaden Am Ostkreuz: Cornelia Rülke (cornelia.ruelke@LNBB.de)
LernLaden Neukölln: Arne Koch (arne.koch@LNBB.de)
LernLaden Pankow: Nina-Sybil Klüppel (nina-sybil.klueppel@LNBB.de)
LernNetz Berlin-Brandenburg e.V.: Gabriele Fellerlmayer (gabriele.fellerlmayer@LNBB.de), Dorit Slaby (dorit.slaby@LNBB.de)

13. Germany

“Training in sight”

Background and rationale The programme “Training in sight” is a contribution to the transition system from school to professional education especially for young people with a migratory background, because they often cannot find educational offers and jobs by themselves.

More than 11 % of young migrants in Berlin are without school leaving certificates which increases their risk to suffer unemployment and poverty in the future. In cooperation with the Senate of Berlin Department for Labour, Integration and Women’s issues and comovis GbR this programme has been initiated to create a bridge between school and training.

Aims and objectives Migrants often need support in the transition process in order to acquire the demanded work skills. The aim of the programme "Training in sight" is to prepare young adults under 25 years with a migratory background for vocational training, especially the ones who are not in any qualification scheme according to the German Social Welfare Code. The programme wants to enable people to make their own living by their own work and in addition to enable them to participate in the society they are living.

Timeframe It was initiated in 2006 and it is still lasting. An extension of the programme has been requested for the next funding period. “Training in sight” is a 6 month programme. If needed it can last up to one year.

Budget and source of financing 2011: totally about 3.850.000 Euros for Berlin

- means of ESF	1.925.000 Euros (50%)
- means of the State of Berlin	1.925.000 Euros (50%)

For the entire funding period the budget amounts about 20 Mio. Euro.

This works out to be ca. 1.750 Euro per participant on average (individual social assistance included). For 6 month per participants it is about 3 Euros per hour additionally the cost for social assistance.

Human resources It is difficult to compute the human resources available to the various educational institutions. In general a variety of trainers, social workers, coaches and administrative staff work on the project, sometimes as free lancers.

Activities The new Senate of Berlin is currently recreating and restructuring a new design to provide a more effective and successful integration into the educational market. The new structure will include 3 types of training measures and obligatory profiling for all participants to analyse the skills and abilities before they start the programme. Basically there are 16 hours of qualification training per week. Beside this the young migrants have the possibility of doing an internship in a company. In general these are small businesses in the so called "ethnic economy". As a distinctive element at this programme youth culture projects for example music or sports projects can be added to make the programme more attractive for young people.

(i) Profiling; (ii) Individual occupational counseling; (iii) Soft skills-training, IT- and language courses; (iv) Preparation courses for educational qualification; (v) Social assistance; (vi) Obligatory placement at a training place or workplace.

Success factors 1.) Flexibility – the individualised approach; 2.) Voluntary participation (Youth get the liberty to choose); 3.) The mixture of theory and practice; and 4.) Getting the qualification the people need.

Results Placement rate is higher than 30 %. Here are the results of the year 2011:
ca. 9,9 % get a job - ca. 18,9 % pass to training - ca. 35 % pass in further qualification - ca. 10 % get a successful school graduation.

Partners The programme is managed and co-ordinated by Comovis GbR, which is trustee of the Senat of Berlin and work as a consortium of 3 companies (gsub mbH, SPI Consult Gmb and ZIZ GmbH) and the Senate of Berlin Department for Labour, Integration and Women’s issues. Flanking support comes from JobInn c/o Gangway e.V., a social institution with special focus at street work. The programme is implemented by about 10 different independent educational institutions with different focuses and special contacts to migrant networks.

Project website www.ausbildung-in-sicht.de

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14. The Netherlands

Tasty Green Lifestyle Experience

- Background and rationale** “Young people can solve our problems with not the same thinking that created them”.
- TGLifestyle Experience started as a pilot for the Youth Program of the Ministry of Economic Affairs, Agriculture and Innovation. It was focussed on finding new ways to make young people (aged 12 to 25 years) aware of the challenges we face and on how the ministry could do this by making use of our ‘energetic society’. From a national government point of view it was created to find new ways to reach out to young people about themes that are important (awareness on themes like obesity, climate crisis, decrease in nature and biodiversity, need for employees in ‘green sectors’ etc). Next to that the government has to deal with cuts in funds, subsidies, smaller government etc.
- Aims and objectives** To realise a paradigm shift in education in BrabantStad, in an EU-context, by empowering young people to get them in the right (top) sectors with new skills for new jobs. Young people are par excellence able to face the new challenges of our society ‘anno now’.
- After pilot projects we decided from the ministry not to upscale the pilot nationally, but to fit it in the BrabantStad region which was very fertile for type of project (where most pilot projects were started). One of the core values of BrabantStad, appreciated by EuroCommissioner Hanh 2 weeks ago in BrabantStad is the triple helix approach (work together between companies, education/research and governments). This proved to be one of the powers behind TGLifestyleExperience: involving young people, education, companies and governments.
- Timeframe** Start pilot in 2009-2010, developing cooperation 2011-june 2012, working in new 3.0 way from July 2012
- Budget and source of financing** Up to now national government, at the moment raising funds at EU, national and regional government, education and businesses (triple helix), making new financial constructions when needed.
- Human resources** TGLifestyle Experience has a coalition (public and private) of actors working together from their own organisations. We are finding new ways for formal cooperation between government, companies and education.
- Activities**
- Connect vocational education to social participation.
 - Learn, implement and deal from People, Planet, Profit approach in a Pleasure context.
 - Cooperate in education (=human capital), government and businesses in a 3.0 way.
 - Put youngsters in the driver’s seat, talent of young people is departure point.
 - Work modularly together on main agendas EU, national, regional and local government.
- Success factors** Young people viewed as human capital, taken from their own lifestyle point of view; connecting education with practice (needs in businesses, employment, sustainability challenges, learning to innovate etc); not building new structures, but actually getting people working together by involving young people! “Tell me and I will forget, show me and I may remember, involve me and I will understand, Confucius.” Look at education not as filling a barrel but let the barrel explode.
- Enriching the curricula of education (practices related, relevant assignments, education from school, but out of the classroom etc), pleasing students, thereby teachers, thereby boards, thereby companies and thereby governments and society.
- Results** Getting curricula of vocational education enriched with social challenges, together with businesses and governments. More than 20 projects, over 200 coalition members working with TGLifestyle Experience in the region BrabantStad, in connection with national and EU government. Youngtop, pimp your city, Hollands got talent, I’m a survivor, Zeropop, Genergy etc.
- Partners** TGLifestyle Experience has a coalition (network) of partners working from their own institution on the same goal with the same energy. Coalition members are: education institutes, governments, businesses, NGO’s and above all, young people as experts with talent!
- Project website** www.tastygreenlifestyleexperience.eu (under construction)
- Contact person** Xander Beks: tglexp@gmail.com

15. Sweden

KNUT - local government partnership improving social services and local labour market practice

Background and rationale KNUT can be seen as an “umbrella” under which several initiatives and projects are being created when the partnership identifies short-comings in the support system.

The round-table-session will be focusing on one initiative: Socio-economic reporting.

One problem is short-term thinking and tunnel vision concerning long term unemployed people with complex needs when many social actors are involved and time horizons are long. From an overall view the economic and social value of prevention and rehabilitation is huge. Examples are presented: By investing 1.5 million SEK in 72 young adults today, the society can earn 25 million SEK in 4 years!

Aims and objectives Vision: More people will be self-supporting when we improve.

Overarching goal: The right measure/effort to the right person, in the right time, by the right actor at the right cost.

Timeframe KNUT3 is operating in its third phase of the process; 2010-2012.

Budget and source of financing Budget: Financed by the European Social Found
SEK 8 363 960

Human resources 1 part-time chair and 2 part-time process coaches supporting the partnership

Activities Training, cross-municipality learning and continuous improvements. Strengthening the professional profile of front line staff, managers and involving politicians reinforces the implementation of more effective policy's/processes/practices.

One key issue is implementing a socioeconomic approach/policy to socially “invest” in people “hard-to-reach” and “hard-to-place”.

Success factors Long term work in partnership. Active ownership throughout the organisations; front line bureaucrats, managers as well as politicians are involved in the process. Identifying shortcomings, building capacity and processes - responding to client needs (long-term unemployed).

Results KNUT municipalities have developed and implemented a standardised assessment instrument which gives a thorough screening of new clients applying for social allowance (first in Sweden).

Case reports, models and manuals developed during training and learning (socio-economic reporting, collaborative leadership, motivational interview, gender mainstreaming).

Partners 7 municipalities in the Stockholm region: Nacka, Nynäshamn, Salem, Stockholm/Södermalm Sundbyberg, Södertälje and Värmdö. Cooperating with national authorities as The Swedish Association of Local Authorities and Regions.

Project owner: Södertälje municipality

Project website www.knut3.se

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16. United Kingdom

ESIMeC - Economic Strategies and Innovation in Medium Sized Cities

Background and rationale ESIMeC brings together 8 medium sized cities from 6 EU countries to develop innovative strategies to help them cope better with the challenges of sustainable economic development, particularly in an economic downturn. More specifically the project explores the role of **demand led workforce development** strategies as an instrument of sustainable economic recovery in medium sized cities. It investigates how best to identify and meet the needs of employers so that **people are recognised as the key driver** for sustainable economic recovery and growth.

Aims and objectives Through transnational exchange ESIMeC addresses a series of questions including:

- Which of the multiple actors in economic development need to be involved in developing and delivering effective demand led skills strategies? How can we engage these people, including young people?
- How can a skilled workforce help cities position themselves to attract and retain high value businesses and what role can young people play?
- How can cities help their businesses and citizens understand and value the potential of training, education and skills?

Timeframe The project began in 2010 and ends early in 2013.

Budget and source of financing Co financed through URBACT II - Budget of 675000 euros.

Human resources 1 part time Project Coordinator; 1 part time "Lead Expert" funded outside the project budget.

Activities

- Themed Transnational Meetings where partners present and exchange experience on specific project questions.
- Local Support Groups in each partner city promoting the co production of Local Action Plans which will set out local challenges and priorities and outline specific activities and projects as well as sources of funding to meet these priorities.
- Dissemination and capitalisation of outputs and outcomes.

Success factors

- Integrated approach to education, employment and economic development.
- Learning from transnational exchange and good practice and applying lessons to local contexts.
- Brokering links between the supply and demand side of the labour market.
- Engaging all relevant actors.

Results

- 8 x Local Action Plans (1 in each partner city) which take the learning from transnational activities and apply this to local challenges and priorities.
- 1 x ESIMeC "cookbook" incorporating "recipes" for how to cook up the optimum conditions for sustainable economic resilience and growth in a medium sized city.

Partners Lead Partner = Basingstoke and Deane Borough Council.

Other partners: Gavle (Sweden), Bistrita (Romania), Sabadell (Spain), Albacete (Spain), Cherbourg (France), Besancon (France), Debrecen (Hungary)

Project website www.urbact.eu/esimec

Contact person Alison Partridge: alison@aurora-ltd.com

17. Central European Knowledge Platform for an Ageing Society (CE-Ageing Platform)

Background and rationale Over the next 20 years, Central Europe will face different demographic challenges such as a greater life expectancy, ageing regions, decreased fertility and enhanced migration. This will lead to changes and effects on social life. The Central European Knowledge Platform for an Ageing Society ("CE-Ageing Platform") project contributes to developing and finding solutions to the challenges of an ageing society: increasing the societal inclusion of the elderly and creating regional strategies for an ageing population. The project idea derived from cooperation between various partners and their desire to jointly contribute to improved framework conditions in their regions in order to foster economic growth, regional development and social cohesion. It is built on the belief that challenges faced from the cross-cutting issue "ageing" can only be solved in working together.

Aims and objectives The CE-Ageing Platform aims to: (i) contribute to minimise negative effects and impacts of demographic trends on an ageing society & economy; (ii) improve framework conditions (e.g. programmes, regulations) by adapting policies, governance processes and mechanisms for demographic change; (iii) reduce regional disparities as well as spatial segregation of target groups by providing a platform for exchanging knowledge on practices between urban and rural areas, between national and regional levels as well as at the transnational level; (iv) make better use of the existing endogenous potentials of an increasingly diverse and ageing workforce by raising awareness on demographic change, developing ageing strategies as well as state-of-the-art training concepts; and (v) promote new service designs and up-grade skills and knowledge of the target group to meet the demands of SMEs as well as to contribute to sustainable change by establishing a joint strategy.

Timeframe 1st January 2011 – 31st December 2013.

Budget and source of financing 79,34 % ERDF (European Regional Development Fund), 20,66 % co financing through project partners.

Human resources The project management team consists of 1 project coordinator, 1 communication manager and 1 financial manager.

Activities **Joint 'Forum on Ageing in Central Europe'** (incl. Annual CE Conferences held in Slovak Republic, Slovenia and Italy); **Development of a CENTRAL EUROPE AGE-Strategy** (Age-practice peer reviews; thematic workshops); **AGE Partnership Actions** (Establishment of regional ageing platforms in Upper Austria and Saxony-Anhalt, Germany; Development of regional training concepts in Slovakian regions and Liberec region, Czech Republic); **AGE - SME Interventions** (Development of cross generational HRD strategies in Styria, Austria and Moravian-Silesian region, Czech Republic; Work-life Balance in the Katowice region, Poland and Age&Diversity Management in the Podravje region, Slovenia and the Central Transdanubian region, Hungary).

Success factors The Central European Ageing Strategy (a core output of the project) will serve as a common strategic guideline for the Central European countries and regions in order to manage and adequately respond to the challenges of demographic change.

The Strategy will be jointly developed by Age-Steering together with experts of research and applied science as well as content related policy responsible persons at the national levels so that up-to date knowledge and policy actions can be integrated into the strategy.

Results Joint "Forum on Ageing in Central Europe"; joint/transnational "Central Europe Age-Strategy"; two Regional Ageing Platforms; innovative measures/services for SME's in the area of: (i) age&diversity management; (ii) life-long learning; and (iii) work-life-balance and health.

Partners 13 partners from eight CE countries.

Project website <http://www.ce-ageing.eu>

Contact person Tanja Bogner (Project Coordinator), Chamber of Labour Upper Austria (AKOÖ): bogner.t@akoee.at
Jana Macháčová (Communication Manager), Centre for Social Innovation (ZSI): machacova@zsi.at.



18. Enspire EU Project

Background and rationale Economic organisations and governments all across the EU are talking about the need to develop the EU into a strong 'entrepreneurial economy', since this is the key to Europe's competitiveness and continues modernisation. A lot has been done on a regional, national and European level to support the development of an entrepreneurial economy. Enspire EU project has been made to share all the initiatives and knowledge on entrepreneurship.

Aims and objectives The aims of ENSPIRE EU are to:

- Find and share programmes from across Europe that inspire people to become entrepreneurs.
- Take the best programmes, understand why they are successful, and transfer them to other EU regions.
- Create a network of knowledge around Europe to encourage more effective programmes to be developed in the future.
- Change current and/or influence future policies.
- To encourage more entrepreneurs & make the economies of the EU more competitive.

Timeframe This project has been going through different phases since its launch in 2010. The mapping phase has been done. The main objective of this phase was to find, in each partner regions, the best initiative on company creation by 3 target groups (immigrants, young people with low level of qualification, women). We are now working on the second phase of the project which is about transferring the best initiatives, sharing our experience and enlarging our network with other European regions.

Budget and source of financing European Regional Development Fund : INTERREG 4C.

Activities The activities of the project have been divided into 3 main parts:

1. A Mapping Task carried out in each partner region: by using a set of standards and a joint information base, the mapping will result in a joint interregional study.
2. Interregional Exchange Camps: from which will come new discussions, knowhow, ideas and an exchange of experiences. This will be continued through a Pan European exchange camp and the initiation of an ENSPIRE EU network.
3. Policy Changes: by the development of policy recommendations, a strategic regional policy framework and an interregional policy seminar.

Success factors

- A series of 15 Best Practices from all around Europe.
- Twinning visits with operators to exchange on the Initiatives.
- 11 Transferred Best practices.
- Recommendations for Policy Developments.

Results Improved European entrepreneurship in Disadvantaged, Discouraged and Disconnected Population

Human resources 12 European partners.

Partners Cyprus (Larnaca District Development Agency); Czech Republic (Zlin Region); Denmark (2 partners, Vejle Business Development Agency and South Denmark European Office); England (Hampshire County Council, Economic Development Office); France (The Paris Chamber of Commerce/ Novancia); Hungary (Central-Transdanubian Regional Development Agency Nonprofit); Poland (Marshal Office of the Lubuskie Region); Romania (North-West Regional Development Agency); Slovenia (Business Support Centre I.t.d, Kranj); Spain (Official Chamber of Commerce, Industry and Shipping of Seville); Sweden (Halland Regional Development Council).

Project website www.enspire.eu

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19. EUROCIRCLE

Socio-professional inclusion through international youth mobility projects by EUROCIRCLE

Background and rationale Founded in Berlin in 1993 and located in Marseille since 1996, Eurocircle is a European NGO that develops, carries out and promotes transnational projects in the field of international mobility and non-formal education for youth. It develops networks between youth operators and local authorities to promote international mobility of young people with fewer opportunities.

Aims and objectives The objective is to give the youth of the Provence-Alpes-Côte d'Azur (PACA) region access to European mobility and non-formal education in order to facilitate their socio-professional integration.

Budget and source of financing 1 Million Euros, European Commission (Youth in Action, LLL, ESF), French and German Ministries, French territorial authorities, private organisations.

Human resources 100 members, 15 staff members, 12 volunteers.

Activities EUROCIRCLE provides financial support to youth projects such as the European Voluntary Service, Intercultural Exchanges and Leonardo Mobility projects, in order to promote European citizenship, to encourage partnerships and youth mobility. Eurocircle coordinates in 2012 around 50 transnational projects in different European programmes like Grundtvig, ESF, DFJW, DG Justice, Youth in action etc...

Success factors 15 years of working experience - highly recommended by the European Commission. (labelled as ONG European) - Initiator of the JAMO–Network (work with Youngsters with less opportunities in European Projects) – Diversity of the members: skills and competencies.

Partners Eurocircle works with more than 200 public and private partners in 39 countries from all over the world.

Results By supporting and mentoring more than 150 youngsters with fewer opportunities per year through innovative actions, before, after and during their experience abroad, we fulfill the objective to increase their social and professional inclusion. The goal in our projects is to achieve around 75% of positive inclusion after the mobility experience. By following the youngsters during a return period of 12 months we could measure that their chances improved after participating in our programmes.

Project website www.ec-network.net

Contact person Ralf Makutzki (Director) Marie Wittamer (Project Coordinator)



20. MetropolisNet EEIG

GOOD GUIDANCE STORIES – case studies as an innovative cross-cultural training material for guidance practitioners

- Background and rationale** Educational & vocational guidance is becoming more and more an important element of lifelong learning. Individuals have to handle multiple transitions, e.g. from school into training or employment and with a lot of insecurities like unemployment & precarious employment. In these situations guidance plays a decisive role in the major decisions that individuals have to take throughout their lives. The current training provision in Europe, however, is still very diverse. A similar picture emerges if one focuses on teaching methods and course contents. However adequately trained career guidance practitioners are a prerequisite for making high quality guidance service provision a reality for every European citizen. Therefore training methods are needed which can be adapted to the different guidance practitioner roles and cultural/national settings.
- Aims and objectives** Our aim is to enrich the debate on continuous professional development of guidance practitioners - from a guidance practitioner's perspective through (1) the identification of needed skills and (2) through the development of teaching material which is useful for guidance practitioners in different roles and settings across Europe.
- Timeframe** 1st December 2011 – 30th November 2013.
- Budget and source of financing** 486.629 Euro
The Project is funded by: (i) the Programme Leonardo da Vinci – Multilateral Projects for Development of innovation – Lifelong Learning Programme; and (ii) Berlin's Senate Administration for Labour, Integration and Women.
- Human resources** Every project partner is responsible for supporting the common project activities and for implementing the activities in each country.
The Partner budget depends on the planned tasks but allows employing researcher and administrative staff.
- Activities**
- Identification of the most important needs and resulting most important skills for good guidance.
 - Development of 6 different case studies addressing the most important needs of guidance practitioners in Europe.
 - Development of recommendations for policy makers and professionals in the field of vocational & educational guidance.
 - Development of a methodological practical guideline.
 - Development of a training course concept.
- Success factors** (max. 5 lines)
- The methodological approach “the guidance practitioner perspective”.
 - The development of teaching material (case studies) which can be used in different settings and from guidance practitioners in different roles.
 - The transfer of a training method which has proven itself since years in the higher education of business focused trainings into the context of vocational & educational guidance.
- Results** (max. 5 lines)
The project is still at the very beginning. Planned results are: (i) 6 case studies (teaching material); (ii) A methodological guideline (teaching material); (iii) A training course concept; (iv) A recommendation handbook (targeting policy makers & professionals in the field of VET for guidance practitioners).
- Partners** Lead Partner: MetropolisNet EEIG
Project Partner: Budapest Chance, Hungary; Ciofs-FP, Germany; Dublin Employment Pact, Ireland; Documenta, Spain; gsub-Projektgesellschaft mbH; TYPA, Employment Service Tampere, Finland; ZSI e.V., Austria
- Project website** <http://www.metropolisnet.eu/projects/576.html>
- Contact person** Jasmin Zouizi, Project Manager: jasmin.zouizi@metropolisnet.eu

21. OECD CFE LEED PROGRAMME

Reviews on Skills and Competences for Entrepreneurship

Background and rationale Successful entrepreneurship requires people with appropriate skills and competences – opportunity recognition, team leading, negotiation, marketing, strategic management etc. However, these skills and competences and the opportunity to test them out in a supported environment, have not traditionally figured as part of the curriculums of universities and vocational training colleges. This project examines how entrepreneurship skills and competences are taught and supported in universities and vocational colleges in case study countries and regions and makes recommendations for improvements.

Aims and objectives The project aims to fill the information gap and provide both analytical and practical assistance to governments, education providers and partner agencies at national and local levels on how to provide effective training and related support to start-up entrepreneurs. Countries interested in participating, can choose between the following two focus areas/target groups:

- Promoting university graduate entrepreneurship.
- Promoting entrepreneurship in vocational education and training.

Timeframe 2012 – 2014.

Budget and source of financing Voluntary financial contributions to OECD to cover the study costs from interested national, regional and local government organisations, educational institutions and others.

Human resources OECD Secretariat and experts and a local steering group.

Activities

1. A survey-based assessment of current practices to develop skills and competences for entrepreneurship – in the chosen focus area/target group.
2. In-depth analysis of one region of how the current start-up support system – with regard to the focus area/target group - can be improved in order to increase start-up, survival and growth rates of new firms.
3. Development of a tailored Policy Action Plan with local and national chapters.
4. International comparison of the quality of the training and related support to start-up entrepreneurs – with regard to the focus area/target group.

Success factors Good partnership between OECD and a local partner in the study area.

Results Results to date include two good practice handbooks and draft reports and papers on university entrepreneurship in Germany and Tunisia, plus an OECD publication on Entrepreneurship and Higher Education (2008).

Partners OECD Secretariat (Jon Potter, Andrea Hofer, David Halabisky), GIZ, Tunisian Ministry of Higher Education, German Ministry of Interior, German Land governments.

Project website www.oecd.org/document/24/0,3746,en_2649_34417_48164632_1_1_1_1,00.html

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