

TYPE PROJECT

YOUTH ENTERPRISE: 20 CASE STUDIES FROM THE EUROPEAN UNION



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March 2012



"There is the urgent need to find appropriate solutions to tackle long-term young unemployment throughout Europe. The first, necessary step is to exchange on policy responses developed at the local level in the context of the biggest financial crisis since the Second World War."

*Dr Haroon Saad
Director, LUDEN*

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1. INTRODUCTION

This report presents case studies of youth enterprise initiatives that have been initiated in local areas across Europe. The report is one of the resources produced by the TYPE project, led by LUDEN. The TYPE project is focused on youth unemployment. The project brings together partners from across the EU to exchange good practice and experience in dealing with youth unemployment. Five local metropolitan areas are actively involved: Timisoara in Romania, Amadora in Portugal, Seville in Spain, Ealing in the UK and Lublin in Poland.



The first TYPE transnational workshop took place in Seville in February 2012. The workshop focused on enterprise, looking at what actions can be taken to stimulate and support young people to set up and succeed in business. Over three days of presentations, visits and discussions, the 30 workshop participants shared their knowledge and experience of what works in the field of youth enterprise, with a particular focus on the two target groups for the TYPE project; 'youth left behind' (young people experiencing multiple disadvantages and who are likely to be not in education, employment or training), and 'poorly integrated new entrants' (young people graduating from further or higher education who are struggling to find a permanent place in the labour market). The workshop participants wanted to find out more about how to encourage young people to consider enterprise as an option, what support young people need to start their own business, and how to improve survival rates for new businesses started by young people.

This report presents 20 case studies of interventions that have supported young people to consider, start and succeed in running their own business. Some of these case studies were presented at the TYPE workshop in Seville, others have been separately researched in order to increase the bank of good practice resources that TYPE partners and other agencies can draw on. The case studies are all of successful initiatives. Most were funded through the European Social Fund (ESF).

All are transferable to other regions and to other Member States. Contact details are provided for the case studies. In every case study project, the project promoters would be very pleased to hear from anyone who wants to know more about how these projects were established, how they worked, and what they achieved.

2. CONTEXT

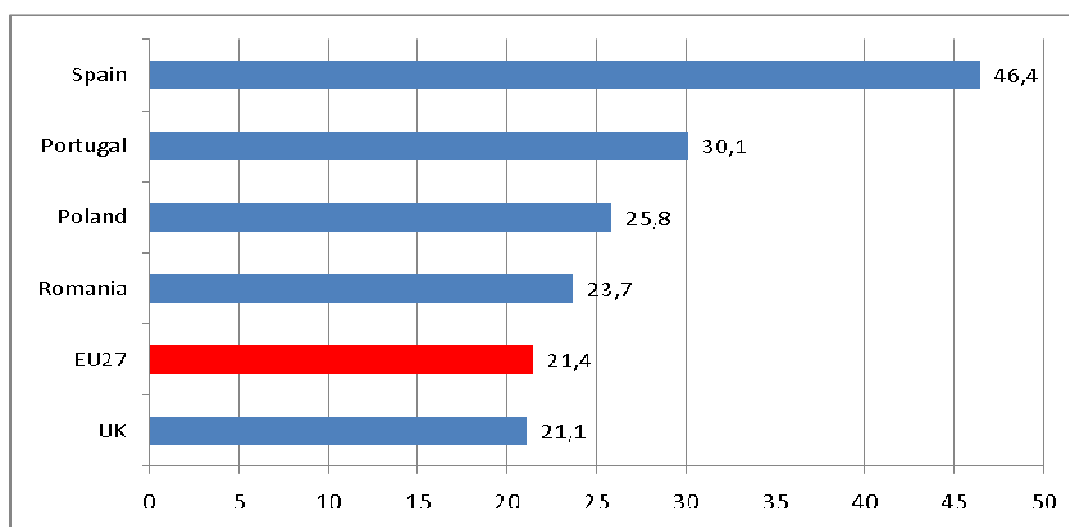
This section provides a brief overview of the context for interventions to promote youth enterprise as a means of tackling rising youth unemployment. More detailed information on this context can be found on the TYPE website <http://type1.qec-eran.org/content/type>.

2.1 Youth unemployment

There are now more than five million unemployed young people in the European Union. Youth unemployment rates have been rising steadily since the onset of the global recession in 2008/09. The number of unemployed young people rose by more than one million between 2008 and 2011. At 21.4 per cent, the average unemployment rate for young people across the EU is more than double the rate for the working population as a whole (9.7 per cent).

There are considerable differences in the youth unemployment rates in the TYPE partner countries, as shown in Chart I. The rate is lowest in the UK at 21.1 per cent and highest in Spain at 46.4 per cent. The number of young unemployed people is highest in the UK, where close to one million young people are unemployed. The proportion of all unemployed people who are young is also highest in the UK; 38 per cent of unemployed people in the UK are under the age of 25, compared with 18 per cent in Spain, as shown in Table I.

Chart I: Unemployment rate for under 25s 2011



Source: Eurostat

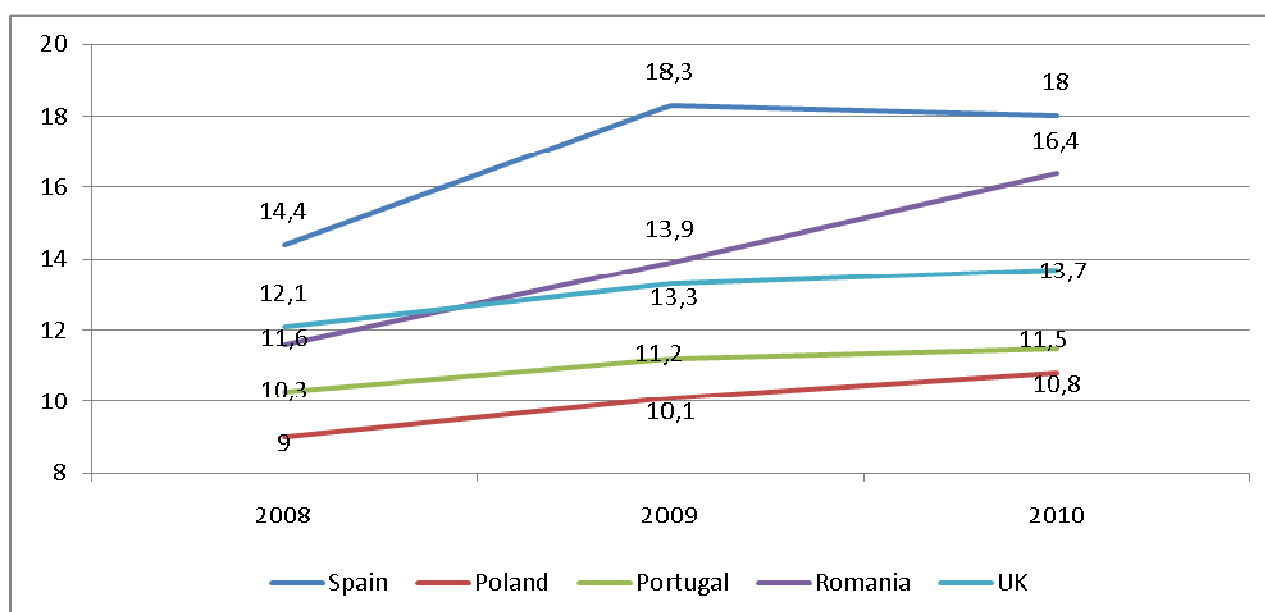
Table I: Number of under 25s unemployed in 2011

	Unemployed all ages	Unemployed under 25	Under 25 unemployed as a proportion of total unemployed
EU27	23,223,10	5,320,700	22.9%
Spain	4,999,000	889,000	17.8%
Poland	1,722,400	452,200	24.7%
Portugal	706,100	133,500	18.9%
Romania	730,200	210,300	28.8%
UK	2,538,500	965,500	38.0%

Source: Eurostat

Given the increases in youth unemployment across the EU, it is unsurprising although disappointing that number of young people who are not in education, employment or training (NEET) have also been rising. Almost 13 per cent (12.8) of those aged 15 to 24 across the EU are NEET. Again, there are disparities between the TYPE partner countries; 18 per cent of 15 to 24 year olds in Spain are NEET, compared with about 11 per cent in Poland. Chart II shows the increases in the rate of young people who are NEET in the TYPE partner countries.

Chart II: Young people aged 15 to 24 years not in education employment or training , 2008-2010



Source: Eurostat

2.2 Enterprise activity

A great many factors influence the decisions of individuals who choose to start their own enterprise. Some of these are personal but many are contextual factors that vary between Member States, including cultural attitudes towards entrepreneurship, the regulatory requirements for new entrepreneurs and enterprises, availability of start-up finance and access to business premises. It is therefore not surprising that rates of entrepreneurial activity differ across the Member States.

Figures from the annual Global Entrepreneurship Monitor show the proportion of the sampled population who are in the early stages of entrepreneurial activity (preparing or starting their own business), along with those who see good opportunities for business start up and who intend to start their own business within the next three years. Table II shows these figures for the TYPE partner countries. On these measures, actual entrepreneurial activity is highest in Portugal and Poland, although more people in the UK perceive that there are opportunities for entrepreneurship.

The Global Entrepreneurship Monitor categorises nations by three levels of economic development; factor driven, efficiency driven and innovation driven. Poland and Romania are in the efficiency driven category, while Portugal, Spain and the UK are defined as innovation-driven. The GEM survey findings suggest that there is a tendency towards younger entrepreneurs in efficiency-driven economies, while the entrepreneurs in innovation-driven economies tend to be older.

Table II: Entrepreneurial activity, opportunity and intention

	% engaged in early entrepreneurial activity (2011)	% who see good opportunities to start their own business (2010)	% who intend to start their own business within the next 3 years (2010)
Poland	9	no figure available	no figure available
Portugal	9.9	20	8.8
Romania	7.5	18	8.6
Spain	5.8	19	5.8
UK	7.3	29	5.1

Source: Global Entrepreneurship Monitor

2.3 Lessons from the Seville workshop on youth enterprise

The key lessons from the Seville workshop on youth enterprise can be clearly seen when reading through the case studies in the following section of this report. The key lessons to highlight here are:

- Young entrepreneurship needs to be encouraged. Most young people will not spontaneously start a new business without help and support;
- The support needs of young entrepreneurs are remarkably similar across Europe. Potential entrepreneurs need information and advice on business start up, help with developing viable business plans, access to start up finance or in-kind support such as business premises;
- Young people who are part of the 'youth left behind' group have additional support needs. They need help to develop their confidence and motivation and may need to gain additional skills or qualifications to help them to manage a business;
- Local interventions are essential. All of the case study projects have been initiated at local level in response to local needs or problems;
- Many successful projects have transferred initiatives that began in other regions or other countries. There is no need to re-invent the wheel. Building on what has already been demonstrated to work can be the most effective approach.

3.CASE STUDIES



Llwyddo'n Lleol – Succeeding Locally

Region: North-West Wales

Target group: youngsters 11-19

Website: <http://www.menterabusnes.com/en/llwyddo>



Llwyddo'n Lleol is a €4 million+ scheme to help young people in North West Wales to move up the career ladder and succeed within their communities. The local authority led project (with Gwynedd Council acting as Lead Body) targets 11-19 years olds across the region. The project will be operational until March 2015.

The main aim of the project is to create a culture of enterprise amongst young people. The objectives are to:

- Increase the confidence of young people in their communities and the future they can offer;
- Increase the awareness of young people regarding the growth sectors in their areas, and the opportunities for employment and self-employment that those sectors offer;
- Nurture a 'can-do' attitude among young people and encourage the young generation to see self-employment and venture creation as a viable, exciting career choice;
- Develop enterprising skills amongst young people.

The *Llwyddo'n Lleol* project helps ensure that young people can secure an exciting future in North Wales, rather than the old perception that 'getting on means getting out'. The following activities are provided under the programme:

Idea Generation Sessions and the Llwyddo'n Lleol Bursary

The Idea Generation Sessions provide an opportunity for young people to set-up their own small business. Advice and support is available to help young people identify a business idea, and to develop a business plan that would enable them to apply for the Llwyddo'n Lleol Bursary. A bursary of up to £1,000 is offered to contribute to the start-up costs of the business.

Entrepreneurship Modules

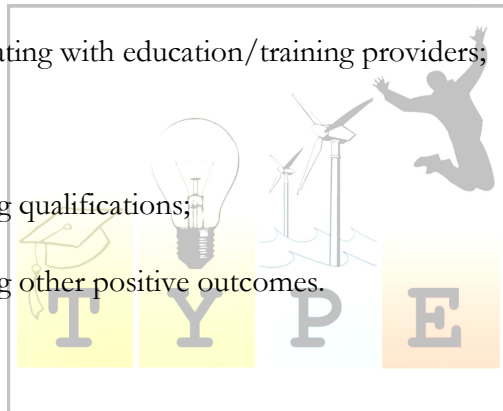
The Entrepreneurship Modules are a series of units which will lead to accredited qualifications. The modules provide an opportunity for young people to develop their knowledge of entrepreneurship, and to develop key enterprise skills.

Sector Specific Events

A series of Sector Specific Events will be held in each county of North West Wales to promote the local growth sectors. The events aim to raise awareness of the employment and self-employment opportunities that these sectors offer to young people.

Project targets include:

- 116 employers collaborating with education/training providers;
- 7,000 participants;
- 1,557 participants gaining qualifications;
- 5,443 participants gaining other positive outcomes.



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Rise To The Top!

Region: West Midlands

Target group: young adults

Website: <http://www.esf-works.com/projects/short-reviews/projects/402528>



The *Rise to the Top!* Programme in Birmingham was funded through an ESF community grant delivered by the Birmingham Foundation on behalf of the Skills Funding Agency.

The Foundation works with young adults who are not in education, employment or training (NEET). *Rise to the Top!* aimed to build their knowledge, confidence and self-belief through a programme which includes public relations, marketing and business management skills, with a special focus on media and the creative industries. The 12-day programme, delivered over four weeks, offered participants the opportunity to achieve a level 2 qualification in Public Relations, Marketing and Business Management, and to evaluate and begin to develop their own business ideas.

Project manager, Nzinga Graham-Smith, explained that young people from underserved areas are not difficult to engage but often face multiple barriers. Effective engagement depends upon a real understanding of the culture within which they live, beyond statistics or stereotypes. Nzinga has worked with young people from deprived parts of Birmingham for many years. She has used her background in Public Relations to help young people to build and develop their business ideas. Until recently she did all of this in her spare time. She set up the project because she found that ever growing numbers of young adults were coming to her for her help and support.

The qualification in Public Relations, Marketing and Business Management offers participants a broad introduction to some of the tools and techniques that they need to market and promote a business or product in the creative industries. Modules include:

- Public relations (PR); understanding the role and benefits of PR and developing techniques and skills for effective communication through press releases;
- Media relations; use of media tools to create interest and reach target audiences; includes practice writing of news items;
- Interview techniques; how to prepare and get messages across when giving press/media or job interviews;
- Marketing and e-marketing; the importance of effective marketing including some key features such as SWOT (Strengths, Weaknesses/Limitations, Opportunities, and Threats) analysis, search engine optimisation, adwords, social networking;

- Business management; leadership, planning and organisational skills;
- Self development and confidence building; growing confidence through mentoring support and learning IT and web search skills to explore employment, apprenticeship and work placement opportunities.

Participants gained knowledge in PR, marketing, event planning and business which enabled them to either start their own business or project or to gain employment. By the end of the programme, participants had developed the confidence and knowledge to build and establish contacts with media professionals. One group of participants used the tools they learned on the programme, including interviewing celebrities, to help market the film “StreetDance the Movie”, which achieved the number one spot in the UK film charts.

Around 50 young people took part in the programme, of which:

- 10 people felt sufficiently confident to start their own enterprise or become self-employed;
- 15 went to further education (university, college and short courses);
- 15 found employment, in youth work, retail, media, music, education, graphic design, criminology, dance, media/communications, and as personal assistants and salespeople.

Participants also benefited from other positive outcomes, including improved confidence and self-esteem, which have had a huge impact on their personal lives.

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Measurement Tool for Entrepreneurship Education - Finland

Region: South Carelie

Target Group: teachers and administrative officials

Website:

<http://developmentcentre.lut.fi/english.asp?show=yrittajyyskasvatus>

Measurement Tool for Entrepreneurship Education is a four-year (2008-2012) ESF development project during which indicators and a related manual will be prepared for entrepreneurship education. The project is being coordinated by Lappeenranta University of Technology and implemented in part by Kerhokeskus – koulutyön tuki ry (Centre for School Clubs).



The indicators are intended for basic education and will be modified for the purposes of secondary education where applicable. The indicators will support the work of teachers, principals and decision-makers, and to guide entrepreneurship education.

The project is co-funded by the Finnish National Board of Education, and private funding has been granted by Yksityisyrittäjien Säätiö (foundation for entrepreneurship). In addition, partners in the project include a number of municipalities and educational organisations from all around Finland.

The target group of the project are teachers and administrative officials in basic, upper secondary and vocational secondary education, in teacher education (both instructors and students), and in entrepreneurship education and decision-making in municipalities and government administration. Entrepreneurship education has long been included in the Finnish national core curriculum. Nevertheless, teachers have at times had difficulties in identifying contents and means by which to respond to challenges posed by entrepreneurship education.

At the beginning of the project, thirty teachers were recruited from basic education, upper secondary and vocational secondary education. Their mission was to comment on, further develop and pilot the indicators at different stages. This helps to ensure that the final measurement tool will be reliable and widely applicable. In the final stages of the project, new teachers are being recruited to the group to confirm the intelligibility and transferability of the indicators.

The outcome of the project will be a measurement tool for entrepreneurship education and a related manual, which will unfold the concept of entrepreneurship education and support the implementation of the indicators. The tool will explain in specific terms the teacher's work as an entrepreneurship educator, and provide guidelines for teaching and its organisation. The indicators will provide a tool for school quality management and its development. The set of

tested and research-based indicators may also be employed by decision-makers as they assess the state of entrepreneurship education (grade, region, and later also international comparison).

The set of indicators aims to steer development in the long run, manifest in understanding of entrepreneurship, and the presence of entrepreneurship education as a content and method in education. The measurement tool will serve to establish the role and importance of entrepreneurship education. This project will support the incorporation of entrepreneurship education into the contents of teacher education and the continuing education of teachers.

The tool has been successfully implemented with a trial group of teachers and their organisations. At the end of the project, a Finnish and a Swedish version of the tool will be published.

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The Prince's Scottish Youth Business Trust - UK

Region: Scotland

Target Group: young people

Website: <http://www.psybt.org.uk/>

The *Prince's Scottish Youth Business Trust (PSYBT)* was established in 1988 to help young people to start up and continue in business. The *PSYBT* mission is 'to provide essential finance and professional support to young people in Scotland aged 18 to 25, whoever they are and wherever they come from, so that they can start up and continue to run their own businesses'.



Since its inception, *PSYBT* has helped more than 12,000 individuals start in excess of 10,000 businesses, 84% of which continue to trade after their first year and 68% after 3 years. It has invested more than 40 million euros in these people.

The Trust has a network of 18 regional managers throughout Scotland. *PSYBT* has a staff of 29 but could not deliver what it achieves without the contribution of over 800 volunteers from local business communities providing a range of advice, guidance and mentoring support to young businesses across Scotland. It also works in close partnership with the business community, local enterprise agencies and other charitable organisations.

Some key facts about *PSYBT*:

- The estimated economic impact of the *PSYBT*'s work is over £22m (€26m) each year in additional turnover and some 500 additional jobs to the Scottish economy.
- The top 100 *PSYBT* businesses have a combined turnover of £157m (€145m) and employ 2200 people in Scotland.
- 84% of supported businesses survive beyond 1 year, 72% beyond 2 years and 68% beyond 3 years.
- The *PSYBT* Growth Fund was established in 2002 and provides coaching, mentoring and business growth finance. It has now supported approaching 200 high growth businesses with an investment of over £2.2m (€2.6m).
- The average investment per business is currently £2,584 (€3,049).
- The Loan Portfolio Balance is £4.4m (€5.192m).
- *PSYBT* only provides financial support to young people who are not able to secure financing from other sources. It is a lender of last resort.
- 46% of business owners are female.
- 54% of the young people supported were unemployed.
- 11% have a disability.
- 10% have no formal qualifications.
- 25% live in the most deprived areas of Scotland as measured by the Scottish Index of Multiple Deprivation.

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Academy of a Young Business Person – POLAND

Region: Białystok

Target Group: young people

Website: <http://www.fundacjarise.pl>

Academy of a Young Business Person (AMB) was a project led by the Białystok-based “Socio-Economic Regional Institute” Foundation. The participants had to be under 25 and unemployed, and for whom the main obstacle was the lack of financial means and information about the procedures of starting and running business.



The project coordinator, Wioletta Czemieli-Grzybowska, says: ‘Selecting this target group was not accidental. Young people constitute underestimated and not fully used country and region potential. High unemployment rates in this group indicate that it is threatened with exclusion from the job market.’

The *AMB* project was met with great interest; there were three times as many people willing to participate than available places. Almost 90 people took part in the project. They were introduced to the legal basics of launching and running a business, economic analysis, bookkeeping, marketing, and managing investment projects. Training was delivered by specialist personnel (associates of the Management Department of the Białystok Technical University). Participants could take advantage of free consultancies on practicalities, business planning, and running a business in its first months.

The participants received 80 hours of basic consultancies and 50 hours of specialised consultancies, provided from the day they registered their business. Financial support for the development of new firms was provided, based on evaluation of participants’ business plans. The best 25 business ideas were selected and subsidised.

In the co-ordinator’s words ...’setting up your own business not only creates chances for self-fulfilment and development of one’s activeness, but is also one of the best tools for solving the unemployment problem within various social groups’.

Thanks to the project, 25 new companies were set up, representing different business areas including car industry, farm tourism, advertising, IT, special events catering. The project manager pointed out: ‘The statistics do not tell the whole truth. For us the examples of people who were given opportunities to fulfil their dreams and passions in business thanks to the training and kick-start subsidies were the most important. The stories of people who started their businesses reassure us that every penny invested in the training and subsidies were spent well.’

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Innovation Assistant - Finland

Region: Finish Regions

Target group: young graduate unemployed

Website: <http://www.ncp.fi/eng/>

“The project idea is based on an Austrian project that successfully supported SME research and development efforts and graduate employment outside the big cities,” explained Dr Mononen of North Karelia University of Applied Sciences. ‘Our region produces many highly educated graduates, even by Finnish standards, but we also have the highest unemployment levels in Finland, so young people are leaving the area. This is why we launched the project, to boost graduate jobs and keep young people here.’ The University co-ordinated the *Innovation Assistant* project with ESF support.



Suitably qualified jobseekers were recruited and provided with an opportunity to complete a two month course at the University. The training included mandatory and optional courses aiming at building up expertise and fine-tuning interpersonal skills of the people participating in the project. The training period encouraged students to actively manage their careers. It supported them to become more proactive, with a focus on marketing and project management, and in particular in innovation and networking skills. Then the project built bridges between the student and a potential employer, based on a real need and a defined project, leading to a six-month placement. Benefits generated from the project were twofold: a ‘lowered’ threshold for entry to employment, vital from the jobseekers’ point of view; and affordable and suitably skilled human resources for participating companies.

By the end of the project in December 2011, 44 people (four more than originally planned) representing more than 20 different academic disciplines had participated in the labour market training. Nearly 70 companies in the region and organizations from more than 30 different industry sectors participated in project activities, almost twice as many as had been expected. Operational and methodological tools provided by the project generated 15 new workplaces and

one new business start-up. Three quarters of the students became employed once the formal training period was completed.

“It can be difficult to convince companies”, says Dr Mononen, “but the message is getting across. Around 75% of the students move into long-term employment and participating companies are eager to recommend the project to others, which probably explains why we currently have more companies interested in taking part than graduates to supply them!”

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Better Future for Women – Romania

Region: Bucharest Metropolitan Area

Target Group: disadvantaged women in local communities

Website: <http://www.invatapentrutine.depro.ro/>

Romanian women living in rural, agricultural communities often face limited job opportunities, a situation made worse by traditional attitudes and poverty rates three times higher than in urban areas.

To improve this situation, the *Better Future for Women* project promoted a more active role for disadvantaged women in their local economies by helping them set up and manage their own businesses and associations. The approach was guided by similar projects in Spain.

The project was managed and implemented by DEPRO Inovatie, with Romanian partners and a Spanish Association of Rural Women. It took place from 2008 to 2011 with ESF funding support of almost €4 million.

In the first phase, the project identified opportunities for women entrepreneurs in rural communities based on extensive field research and suggestions from local community groups, initiated within the project, comprising several ethnically diverse members from disadvantaged communities. This was critical as it is known that while many local people are prepared to set up in business, few have identified sustainable opportunities. The results of the first phase were disseminated via awareness-raising campaigns to over 4,000 women in 200 communities.

In the next phase, around 700 potential female entrepreneurs received counselling and training in business, finance, entrepreneurship, project management and community-work skills. An important aspect of the project was to encourage the establishment of community organisations, such as family associations and mixed-ethnicity groupings, which can act as catalysts to change

attitudes to women and work and help raise living standards and female employment in these rural areas.

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Wandsworth Youth Enterprise Centre UK

Region: London

Target Group: young people 17-30

Website: <http://www.wyec.org.uk/contact.htm>



Wandsworth Youth Enterprise Centre (WYEC) is a charity based in Tooting, London. *WYEC* has been supporting young people aged 17-30 to develop their business ideas and start up their own businesses since 1988. During this time they have built up considerable expertise in the field. *WYEC's* support programme for young people is now a recognised model of good practice both nationally and internationally. *WYEC* offers a full business start-up programme which includes free 1:1 business counselling; free business skills training workshops; low cost business address service; low cost business premises.

Since 1998 *WYEC* has achieved the following:

- Supporting over 5000 young people;
- More than 650 businesses started;
- High survival rates of young businesses; 85 to 90% are still trading after two years;
Many of those not starting a business gain valuable skills for the labour market.

Some of the unique features and ingredients of *WYEC's* success have been:

An empowerment driven business counselling model

This has been specifically designed to support and meet the practical needs of young people. Business counselling is a hybrid of emotional counselling and business strategy, which is a proven potent and successful mix. *WYEC's* client-led approach informs all aspects of its provision, from the outreach awareness raising activities through to the counselling and training support. Young entrepreneurs are not a homogenous group, they come with differing levels of experience, abilities, background and capabilities. Recognising and acknowledging this fact is vital to the success of the counselling support provided.

Champions and mentors

WYEC has built up a network of young people who have passed through its programmes and successfully set up in business. They help out with presentations, seminars and conferences, markets and trading events, and business workshops. These clients are used as role models during courses to inspire, encourage and motivate those starting out on the programme. They

play a proactive role in the workshops and at events and activities. This has been particularly effective for 'harder to engage' young people.

Business incubation programme

WYEC provides a unique integrated business incubation programme specifically designed to help young people. Upon completion of their post-start-up training, client businesses will have access to subsidised local premises on a reducing rate over a two year period at the end of which they exit the incubation programme. Starting any business is fraught with uncertainty, financial burdens and resource issues. *WYEC's* business incubation provides a nurturing, instructive and supportive environment for entrepreneurs during the critical stages of starting up a new business. The premises offer a range of office and workshop units, 24 hour access, immediate access to bus, tube and over ground trains, fax and photocopying services, virtual address service, training and meeting rooms for hire.

Sustainability and progression paths

In addition to the rental income generated from its business incubation units, *WYEC* resources its operations by attracting funding from a broad range of sources, including, local government, charitable trusts, company sponsorship and EU funding. However, funding from these sources is unpredictable and while it is appropriate for time limited discrete projects, it cannot be relied upon to fund the Charity's activities over the long term. For this reason, and with a view to securing the existing Centre's long-term viability, *WYEC* has developed Trident Business Centre, a commercial business centre complex located nearby in the heart of Tooting. The Trident Business Centre provides 90 small business units within a large managed workspace environment. Trident Business Centre generates sufficient income to help underpin *WYEC's* existing activities. It directly generates over 400 jobs in the small business sector in the area, while also providing a natural progression path for young businesses moving on from the business incubation units.

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Brandenburg Pilot Service – Germany

Region: Brandenburg

Target Group: migrants, teenagers, universities, innovative business start-ups.

Website: <http://www.lasa-brandenburg.de/>

The *Brandenburg Pilot Service for Potential Entrepreneurs (BPS)* was developed by the Ministry of Labour, Social Affairs, Women and Family of the German Federal Land of Brandenburg in 2000. Since then it has run in various forms and applications.

The current version of the programme is running from 2009 to 2013. The *BPS* project is funded through the ESF programme with co-funding from the Land of Brandenburg.

The *BPS* programme aims to create new independent jobs in Brandenburg and to boost employment. A key emphasis of the support is on the quality and characteristics of business creation advice as well as on the sustainability of the new enterprises.

The support structure consists of target groups (migrants, teenagers, universities) on the one hand and on the other hand support for innovative business start-ups. In addition, the independent activity is supported in the context of enterprise ‘successions’ so as to maintain existing jobs. Special support is provided for women. The *BPS* is organised regionally and by target groups to cover the whole of the Land. The *BPS* concept is based on the “4 Phase Model” of business creation; profiling, qualification, start and post start coaching. *BPS* consists of two main phases; the assessment centre and the individual specific advice, training and coaching performances.

The *BPS* programme is highly successful: up to 75 per cent of the participants create successful their own business. Between 70 and 80 per cent of the new businesses are still trading after more than 5 years and they have created an average of between 1 to 1.5 additional jobs per new business.

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Erasmus for Young Entrepreneurs - SPAIN

Region: Aragona

Target Group: young people

Website: <http://www.aje.aragon.com/>

The Association of Young Entrepreneurs (AJE) of Zaragoza in Spain is a non profit making organisation, whose aim is the promotion of a business careers among young people, by offering them support and advice on the economic and business world. AJE Zaragoza was founded more than 20 years ago and currently has over 500 associates, making it the most represented young entrepreneurs association in the Autonomous Community of Aragon. AJE Zaragoza's main objectives are to:



- Provide information, training, and research counselling to its members studying and promoting all of the themes that could affect this sector and their affiliates;
- Create and help in the development and provide support to business projects;
- Represent, manage and defend the professional interests of its members and capture and encourage the promotion and development of business vocations between young people;
- Co-operate with social organisations to obtain stable growth and adequate quality level.
- Promoting international co-operation, with special interest in the under developed countries.

AJE Zaragoza participated in the second cycle of the European Commission's *Erasmus for Young Entrepreneurs* programme in a consortium with the Chamber of Commerce of Perugia and The Association of Young Entrepreneurs of Zaragoza. AJE Zaragoza played the role of intermediary organisation and developed several exchanges between established entrepreneurs and new entrepreneurs around Europe.

Erasmus for Young Entrepreneurs helps new entrepreneurs to acquire relevant skills for managing a small or medium-sized enterprise by spending time in an enterprise in another EU country. It improves their know-how and fosters cross-border transfer of knowledge and experience between entrepreneurs. The role of the intermediary organisation was to support the work programme of the new entrepreneurs, and manage the mobility activities of the programme. Main activities were:

- To act as information point for the participants in the programme (for both new entrepreneurs and entrepreneurs);
- To assess applications (for both new entrepreneurs and entrepreneurs) in terms of qualifications, business plans and , language skills;
- To search specific destinations for the new entrepreneurs;
- To provide new entrepreneurs with practical information before mobility activities;
- To ensure payment to the new entrepreneurs;

- To support the entrepreneurs during the mobility activities, in topics related to health, insurance and housing, transport and legal requirements.

To support new entrepreneurs AJE Zaragoza has developed a range of tools and guides, including:

- AJE Zaragoza training centre that manages several entrepreneurship courses;
- Elaboration of the subject “Creative financing of the entrepreneurial mind-set”, which will be available in the framework of educational offer of entrepreneur professorship;
- Mentoring programme for new entrepreneurs;
- The “SME creation and management” course in collaboration with the Business School to offer suitable training for the promotion of entrepreneurial culture;
- *100 young entrepreneurs speaking*, a publication of informal interviews with young entrepreneurs. They speak about their experiences in the area of entrepreneurial management. The publication also includes information about key topics in the management and promotion of entrepreneurship.

Through AJE’s *Erasmus for Young Entrepreneurs* programme, more than 25 new entrepreneurs took part in exchanges around Europe, all of them with great success. One example is Daniel Carrey, a photographer who spent six months in Firenze, Italy, with established photographer Sandro Michaelle, sharing know-how, knowledge and their experience. A film of this exchange can be seen via this link: <http://www.youtube.com/watch?v=VYyAbW4855w>

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YES FINLAND

Region: nine Finnish provincial regions

Target group: teachers, companies and business representatives

Website: <http://www.yes-keskus.fi/>

YES provides entrepreneurship education services for teaching personnel. The YES programme was started in 2008 as a network project in nine Finnish provincial regions, originally funded by the Finnish National Board for Education.



Currently there are 18 YES regions with up to two full time staff per region around the country. The idea behind YES is simple. The YES local manager acts as a resource for local teachers by helping teachers work at school. So far YES has reached 7,000 teachers, 7,000 companies and business representatives and tens of thousands of young people.

The aim for YES is to help teachers to deliver entrepreneurship education in line with the Finnish national curriculum and as part and parcel of their everyday teaching activities.

The Finnish national YES association was founded in 2010 to support work on entrepreneurship education and organisations working in the field of entrepreneurship education. The YES association coordinates the local YES network by supporting its functions, such as developing and distributing methods and materials for entrepreneurship education, training teachers and enhancing school-business cooperation between different participants nationwide.

Every YES offers Junior Achievement Young Enterprise programme services. According to the latest Finnish National Board Programme, the aims are "to provide contacts between education and businesses and entrepreneurial education on the rights and responsibilities of citizens, employees and entrepreneurs are to be developed further and to increase interest in and readiness for entrepreneurship through educational means at all educational levels". With its activities and targets, the Finnish YES network is turning the Programme into reality. At the moment, six of the YES regional areas are taking part in the YES goes to upper secondary-school project and targeting their actions to support entrepreneurial activities at upper secondary level. During this two year project the network are developing new YES models, "YES pearls", to cover all YES regions. Here are some examples of some of the 'pearls' from around Finland:

YES Oulu: Teachers' Star Club for supporting entrepreneurship education assembles teachers from the Oulu region;

YES Southern Oulu Region: "The right attitude for the right activities" is the motto of Haapavesi Folk High School, Haapavesi;

YES Central Ostrobothnia: YES Entrepreneurship Market at the Kokkola Housing Fair. Students made their voice heard in the national #1 summer event;

YES Southern Ostrobothnia: Students from Alakylä elementary school participated in the Path To Working Life event and got acquainted with the local business life, Seinäjoki;

YES Pirkanmaa: Business plans of the high school students participating in the entrepreneurship course were presented to entrepreneurs, Tampere;

YES Tavastia Proper: Entrepreneurship competence education aims to produce “gurus” of entrepreneurship, Hämeenlinna;

YES Satakunta: “Everyone has a right for entrepreneurship education” is implemented into the Satakunta regional strategy of entrepreneurship education 2010-2015;

YES Finland Proper: LukioDiili program builds networks between high school students and local companies, Salo and Uusikaupunki;

YES Southern Savonia: Entrepreneurship stories for children through wooden animals and natural materials, Mikkeli;

YES Northern Savonia: Verso program provides young people with entrepreneurship information and education, Kuopio;

YES Central Finland: The entrepreneurship and business skill team from Vihtavuori School and the companies from Jyväskylä region create a rural themed calendar, Laukaa;

YES Kouvola: Resources for biology education were gathered by a scrap metal recycling event organized by Kiehuva village school and local companies, Kouvola;

YES Kotka-Hamina: A program for improving tourism services in association between Karhula high school and Hämeenlinna co-ed high school;

YES Uusimaa: During the Mäntysalo junior high school entrepreneurship week students get to acquaint themselves with business life, entrepreneurship and technology through “get inspired to try” theme, Nurmijärvi;

YES Päijänne Tavastia: Recycling centre Tuoterengas supports young entrepreneurs by providing material for reuse and booths for selling new products, Lahti

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Taktix – UK

Region: South-East - Kent

Target group: young people

Website: <http://www.enterprisetaktix.com>



Taktix is a business board game. It was created by Business Support Kent CIC (BSK-CIC) as part of the EQUAL ESF funded Trading Up project.

Trading Up offered a step by step approach to develop entrepreneurship. *Taktix* was an innovative element which was developed specifically within the Trading Up programme though it was not one of the original objectives. The team running the programme learned from experience that if people were to learn in an informal way then using games was an effective way to reach both young people and disadvantaged people. The *Taktix* games were created as board games so that they could be played in any venue and were not reliant on IT capability.

Learning in the classroom can be very linear and this was a method of engaging with people from different backgrounds in a non- confrontational way which induced confidence and motivation to learn more. Players could be grouped or play as individuals and the game play is very flexible too allowing facilitators to interact with each person in the way that most suits them.

The *Taktix* developer was a business start-up adviser who had spent over 20 years advising clients on start-up and designing programmes to reach beyond mainstream; women, older workers, young people, hard to reach, long term unemployed etc. She believed that anyone could run a business if they were taught well enough and as long as they had the passion and the confidence to work for themselves.


The game was first tested with hard to reach, long term unemployed and returners to the workforce. They were also involved in the development and their comments along with the mentors and other advisers were also taken on board. Two completely different games were created.

- The first centres on a ‘taste of enterprise’ – a general introduction to business where learning is the main aim and three different levels of difficulty were available. This allows players to gain a general introduction to business and as they learn through regular workshops or play then can move on to the next level and start to look at business in more detail. The questions cover a broad range of topics and additional topics can be added into the mix such as social enterprise or sustainability. The approach is seen as ‘learning in disguise’.
- The second game centres on running a business and shows very graphically the problems encountered with cash flow. Players spend one cycle in the pre start phase and then run a business as a team. This game is far more hands on as every decision the players make affects the way the business is run.

One of the key challenges for the developers in this project was taking everyone's comments on board and trying to include them. They had to learn when to stop designing, complete it and start testing. Comments were every valuable and the game is such that it is very easy to add other sets of questions and topics when applicable. The games were tested out in schools as it was thought it would be a useful tool -not just for business study students but also for the wider audience

BSK-CiC has also developed an on-line version of *Taktix*, to reach an even wider group. The end result is a game that can be played by any student with internet help to replace facilitators. Teachers can target their lesson plan by the results as reports could show for example that 90% of students got the answer right on marketing but only 25% got the finance questions right.

Here is a sample of comments about *Taktix* from students at two schools in Kent:

- 
- *It wasn't just a normal lecture it was fun*
 - *I thought it was a brilliant game and found it really fun!*
 - *It was really fun and enjoyable!...*
 - *It can inform students about how to set up and run a business – relevant and useful information*
 - *I enjoyed the game and found it a new and interesting way of finding out information about running a business.....*
 - *The instructions were clear and the aim of the game was realistic*
 - *Easy to pick up and understand...*
 - *It taught me things that I did not know and was a fun, simple and effective game'*

The developers also learned that young people don't like losing money!

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PROGETTO IDE-E – ITALY

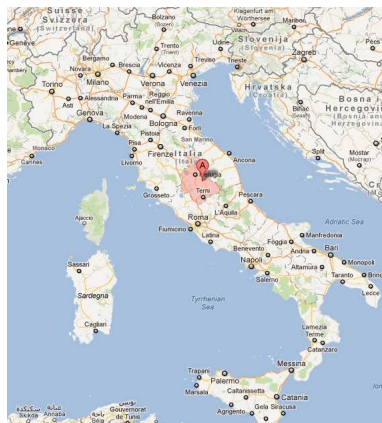
Region: Umbria Region

Target group: under 35 years old

Website:

http://www.aur-umbria.it/progetti_nuove_impresa.htm

Ide-e aims to boost small start-ups and keep them in the region by offering aspiring entrepreneurs, aged under 35, first-hand experience of similar initiatives in other EU countries. *Ide-e* was delivered by Agenzia Umbria Ricerche (Umbrian Research Agency), the Research Agency of the Umbria Region. It is a public body with its own scientific, organisational and financial autonomy. AUR's research focuses on social, economic and territorial issues, manifesting its findings and daily activity throughout the production of innovative studies, including an annual overview of the Umbria region's economic and social performance.



The *Ide-e* project was co-funded by ESF. It aimed to:

- Foster entrepreneurship in the Umbria Region by enhancing the skills and capabilities of people with business ideas and promoting international mobility schemes in favour of a European dimension of knowledge
- Promote learning experiences, development of relationships as well as economic and commercial contacts with foreign organisations.

Ide-e provided mobility grants to support international internships of a maximum duration of 6 months. These had to be consistent with a business plan presented by the applicant and hosted by: enterprises or research agencies located in an EU country.

From 45 hopeful applicants, the AUR selected 28 ideas, in sectors ranging from pharmaceuticals to tourism. The characteristics of the successful applications were:

- High creativity;
- High level of technological innovation and
- Strong environmental-friendly approach

The young entrepreneurs spent up to six months in companies and research organisations in France, Spain, Germany, UK, Belgium, Sweden, Denmark, Hungary and Poland.

“Many of the successful initiatives have a high level of technological innovation and show care for the environment and for sustainable development,” explained AUR Director Anna Ascani. The project is novel both for Italy and Europe. “Given the experimental nature of the activity, the reaction has been more than positive,” adds Ms Ascani. “We are very satisfied by the creative capacity revealed in these projects.”

Luca Rufini, who spent time in the editorial office of Time Out magazine in London, aims to publish a bilingual 'what's on' guide to Rome, Milan and Perugia. "Italy lacks an up-to-date magazine about events in our cities," he explains.

The *Ide-e* model could be adopted by other Italian regions looking for projects to make a difference to their socio-economic fabric. "Ours is a model of good practice in promoting exchange. The ESF's support was decisive in its launch," concluded Ms Ascani.

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Agenzia Umbria Ricerche

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Young Enterprising women to Create jobs – ESTONIA

Region: Umbria Region

Target group: Young women with children

Website: <http://www.feminfo.net/>



Women with small children have a high risk of unemployment. Many employers are reluctant to take them on as their childcare obligations can mean more time off. This is one of the reasons why rural female employment in Estonia is only 33 per cent, well below the national rate. In response to this issue, the municipality of Tamsalu took on the challenge that is widespread in Europe, the employability of young mothers.

With ESF support, Tamsalu launched the *Young enterprising women for job creation* (Noored Ettevõtlikud Naised Töökohtade Loojaks) project. The project aimed to help young mothers become young businesswomen. “Women often understand the basics of business, but they lack the confidence needed to start out,” – explained Ülle Kristman of the Tamsalu local government. “So, together with their partner MTU-ETNA (‘Non-profit association of enterprising women in Estonia’) we launched training courses to encourage a more entrepreneurial environment for women in the region”.

Originally the project aimed to recruit 40 participants, but 60 received training in topics such as IT skills, and business and accountancy, with real success for some.

Some of the key successes from the project have included a new company making wooden sleighs as well as jewellery and handicraft enterprises. Having gained in confidence, some of the women returned to higher education to get the qualifications they need for the future. Mentoring by established local businesswomen also played an important role. “We need to improve living standards in rural areas through business development,” explained Ülle Kristman, “and the project helped cultivate new businesses and the idea of ‘Entrepreneurship as a lifestyle’”.

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Baden-Württemberg
MINISTERIUM FÜR FINANZEN
UND WIRTSCHAFT

The Business driving licence & chance – GERMANY

Region: Baden-Wuerttemberg

Target group: Secondary school young people

Website: www.wirtschaftsfuehrerschein.hwk-freiburg.de



The *Business Driving Licence* is an offer to a range of secondary and equivalent schools in Baden-Wuerttemberg. It comprises a set of curricula, teaching materials and learning resources, which between them aim to provide ways to enable pupils to gain an understanding of business, economics and the world of work and to help them with making informed choices about their career options.

The *Business Driving Licence* is intended for classes 7 to 9 (the 'small' license) and class 10 (the 'large' license). Students who successfully complete the activities are given a certificate from the Craft Chamber of Freiburg.

The business driving license consists of seven modules. The contents of the modules cover practical activities, knowledge acquisition and simulation. The principles of this approach are:

- The students undertake direct work and business experiences in the working and professional world;
- A sound economic education is an essential basis for confident and successful work in the professional world and everyday life;
- The students become the boss of their own virtual business and they run their virtual business in a business simulation game called CHANCE.

What is CHANCE?

CHANCE is a computer based action-oriented teaching enrichment resource. With the help of the CHANCE game, students learn about the processes and relationships involved in running a business. They learn to deal with complex and constantly changing situations, they develop new solutions and creative strategies and they develop their entrepreneurial skills. CHANCE is fun and motivating, involving direct feedback, competition and dramatic tension. CHANCE challenges the students and encourages systematic and situation-oriented thinking and acting.

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Amadora Empreende – PORTUGAL

Region: Lisbon Region

Target group: Secondary school young people

Website: www.amadora-empreende.net

Amadora Empreende is a Municipal project to support entrepreneurship created in 2008, to encourage and support entrepreneurship in the Amadora municipality of Lisbon. *Amadora Empreende* is based on the recognition of personal skills and on the identification of the best solutions for each case: creation of enterprises/self employment or alternative solutions related to other areas like education, qualification or employment.



The main goal of *Amadora Empreende* is to identify viable business ideas and help these grow into successful enterprises. The main target groups of the project are Individuals between the ages 16 and 65 years with Portuguese citizenship or legal residence in Portugal, as well as profitable or non profitable organizations, since, in each entrepreneurship initiative, 50 per cent of the beneficiaries are resident in Amadora. All the enterprises supported by *Amadora Empreende* must be located in Amadora.

Amadora Empreende provides three types of services:

- An entrepreneurship support centre - providing coaching and support to help individuals who want to set up their own businesses;
- Entrepreneurship education in schools – promoting entrepreneurship within schools to help ensure that all young people have the information and skills to consider entrepreneurship as an option;
- Promoting entrepreneurship in vulnerable and socially excluded communities, with the objective of enabling people to consider self-employment.

The project helps entrepreneurs in several areas, such as specialised support in the search for capital and investors, concession of work spaces in the “Quick” Incubator (rooms equipped with autonomous islands of furnishing / equipment attributing to the entrepreneurship initiatives), concession of commercial spaces of municipal property (in areas of re-accommodation, by means of rules of temporary attribution, based on viability and effective results of the project) and financial support (attributed by private partners who support the business ideas).

In the four years since it was established, *Amadora Empreende* has supported the creation of over 70 new businesses. The strengths of *Amadora Empreende's* approach have been evaluated as: involvement of diverse target groups; involvement of vulnerable communities; providing entrepreneurship qualifications; helping to regenerate and invigorate the local business base; creating new jobs.

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The Get Ahead Project – UK

Region: London (Ealing)

Target group: Vulnerable groups

Website: <http://type1.qec-eran.org/content/type>



Ealing is one of London's 32 local authority areas, with a population of around 318,000. Ealing is one of the most diverse areas of the UK; 56 per cent of Ealing residents are from ethnic minority backgrounds and more than 150 different languages are spoken. There are more migrants from Poland, Indian, Afghanistan and Iraq than anywhere else in London and Ealing is home to the second largest Somali population in the UK.

The *Get Ahead* project was initiated by Ealing Council's Adult Education team to enable and empower vulnerable people to support themselves and move forward in their lives. Get Ahead works in particular with people who have mental health conditions, migrants, single parents, ex-offenders and travellers. The *Get Ahead* service provides one to one support through Personal Advisors who help each individual to identify their personal goals and the support or training that they will need to achieve these. The project offers CV writing, confidence building, barrier reduction, interpersonal skills development, volunteering and administration accreditation, interview coaching, help with job applications, job search and empowerment.

The *Get Ahead* project has been very successful in helping people move on in their lives. Those who are referred to the service have often been out of work for many years and lack the confidence to look for a job. In the six month period from August 2011 to January 2012, the *Get Ahead* project supported 183 clients, of which 15 per cent went into voluntary work placements, 30 per cent went on to training or education, and 28 per cent went into jobs.

The *Get Ahead* project is working closely with social enterprise partnerships across Ealing to create new opportunities for vulnerable people to move into training. The project is also encouraging and supporting entrepreneurship among its clients, helping them to consider self-employment or enterprise development as a possibility.

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More information can also be found on the TYPE project website:
<http://type1.qec-eran.org/content/type>



Sevilla Emprendadora – SPAIN

Region: Andalucía (Seville)

Target group: Vulnerable groups

Website: <http://type1.qec-eran.org/content/type>

The objective of this project was through transnational exchange to develop protocols, actions, and tools to help in the creation and consolidation of companies — particularly those with activities related to New Employment Sites — that attempt to minimize the failure rate of entrepreneurs and business people once their business initiatives are underway, thus guaranteeing their consolidation in the local productive network and establishing guidelines for intervention for groups with significant obstacles to social and labour insertion. This project was funded through Spanish ESF.



The target group of this project is the collective of entrepreneurs and businesspeople that receive help from the Seville City Council's business-advising experts. Within the described population, preference was given to groups facing significant barriers to social and labour insertion: namely immigrants, young people, and women.

In the same way, the experts of the Economy and Employment Department of the Seville City Council were also project's beneficiaries as well as other specialists of the other local entities working in the field of self-employment and company consolidation.

Participating partners in the project benefited from the mutual apprenticeship and exchange of experiences and good practices in the field of self-employment and company consolidation.

To reach the initial objective, the following activities will be carried out:

1. Study Visits: the Economy and Employment Department's specialists, and those of other entities working in the field of self-employment in the city of Seville, will be transferred to our project partners' territories so they can learn from the experiences and good practices being developed there in the field of self-employment and company consolidation, particularly those relating to groups who have difficulty with social and labour insertion.
2. Organization of partner meetings: the planning of one transnational meeting with each of our partners to share the project's results.
3. Organization of a conference in the city of Seville: in order to disseminate the project's results among the public and private entities involved in company creation and consolidation.
4. Exchange of information, documentation, materials, and experiences: between the project's participants.
5. Professional training for 15 entrepreneurs and businesspeople in organizations located in the territories of participating partners.
6. Development of a general plan of action with each new Sevillian businessperson, to guarantee his or her survival in the business world.

7. Development of a general plan of action to help labour integration for groups with significant obstacles to insertion by way of self-employment.

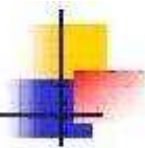
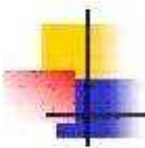
Through this project we expect to achieve the following results:

- Observe other intervention models, processes, and methodologies for the creation and consolidation of companies, particularly for underprivileged groups.
- Inventory the successful practices used in this field throughout Europe.
- Elaborate, as a group, a plan of action for the company consolidation phase.
- Elaborate, as a group, a plan of action to facilitate the creation and consolidation of companies by underprivileged groups.
- Dissemination of the results at the local and European level, through project partners, with the aim that they be incorporated into local policies.

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More information can also be found on the TYPE project website:
<http://type1.qec-eran.org/content/type>





The YES Campaign – ROMANIA

Experience

Region: Romania

Target group: Young people

Website:

<http://kelowna.directrouter.com/~yeswebor/index.php/en/>



The YES campaign is a global movement with the vision that all young people should have access to entrepreneurship education, vocational skills development, business development services, access to markets, mentors and credit. YES sees youth enterprise as the solution to the crisis facing today's young people, who risk becoming a 'lost generation' who are unable to secure meaningful employment. The YES Campaign was launched by 1600 delegates from 120 countries at the Alexandria Youth Employment Summit, in Egypt on September 11, 2002. The Alexandria Summit was hosted by the Arab Republic of Egypt and was co-chaired by H.E. Mrs. Suzanne Mubarak, First Lady of Egypt and Hon. William J. Clinton, the 42nd President of the United States. The campaign goals are the following:

- Develop capacity of youth to lead in-country youth employment initiatives
- Promote youth employment to address key development challenges
- Build in-country coalitions to develop national strategies addressing youth unemployment

The YES Campaign strives to build the individual capacity of youth in order to create sustainable livelihoods and to establish an entrepreneurial culture where young people move toward formal employment. The 83 YES country networks are a unique platform from which to accomplish this goal, spanning many cultures, contexts, and geographies. To date, the lives of 1 million youth have been affected by YES programming and there has been extensive community re-investment. With the support of diverse stakeholders, networks organize and facilitate customized programming that relies on youth to drive the implementation process. Since its launch in 2002, the YES Campaign has validated the concept that young people, if given access to the right resources, can effectively craft their own advancement opportunities.

Romania Experience:

YES-Romania recently completed a successful project to support unemployed people in the Maramures region to find new jobs. The project targeted three groups of people who have been most affected by rising unemployment in the region; young people who have graduated from school but not yet found jobs, women who wanted to return to the labour market after having children, and people aged 45 and over. The project was subsequently extended to two further groups experiencing unemployment; former staff from the Maramures County Museum and school teachers. The project took place over a four month period and provided career guidance, job search support and work practice opportunities. The project achieved spectacular results, with 60 per cent of 120 participants employed immediately after completing the course, and a further 30 per cent in employment within one year.

For the future, *YES-Romania* will run further employment support initiatives in Maramares. *YES-Romania* is also seeking to create a *YES-Romania* network across the county. The network will establish 40 centres, one in each county of Romania, where trained youth employment workers will develop active measures to help young unemployed people to find jobs.

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More information can also be found on the TYPE project website on the resource from the Sevilla Workshop:

<http://type1.qec-eran.org/content/type>

The WAY UP – THE NETHERLANDS

Region: South East Amsterdam

Target group: Young people

Website:

<http://kelowna.directrouter.com/~yeswebor/index.php/en/>

The Way Up project in South East Amsterdam supports women and young people who are excluded from the employment market and who have an interest in setting up their own business or in developing projects that meet local needs. South East Amsterdam is an area of great ethnic diversity; migrants and ethnic minorities make up almost 70 per cent of the population. *The Way Up* project grew out of a pilot project working with teenage mothers in South East Amsterdam.



The main objectives of *The Way Up* project are to:

- Work with women and young people to help them develop micro-enterprises;
- Support the development of social enterprises;
- Work with young parents to help them progress into work, education, training or enterprise;
- Establish and manage a micro-credit fund;
- Develop a range of on-line support services.

The Way Up project has evolved into a regional centre for social entrepreneurship. It provides affordable incubator space for new businesses with 40 per cent of the space reserved for young creative entrepreneurs. The project provides a range of support services including a test business centre for new entrepreneurs and a working experience enterprise that offers work experience places for those seeking work. The test business centre is currently guiding 20 new young entrepreneurs, introducing them to contacts in the corporate world, providing business coaching, and helping them to become viable and flourishing businesses.

One important lesson from *The Way Up* is that the micro-credit fund was not suited to the needs of the target group, as they experienced great difficulties in re-paying the loans. The project has now moved away from micro-credit financing and gives in-kind support instead, rent free premises for example, and has found that this is a more effective form of support.

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More information can also be found on the resources from Sevilla workshop' TYPE project website:

<http://type1.qec-eran.org/content/type>