

Conclusion Paper

on the innovation capacities summarizing the transferability potential of practices among partners

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1. INTRODUCTION

On 27-29 June 2017, LIBEREC, CZECH REPUBLIC project partners met in order to exchange their best practises and challenges. This Conclusion Paper, based on our experiences in Liberec, summarizes innovation capacities and transferability potential of good practises, and presents one of the first inputs for elaborating Local Action Plans.

In order to examine the transferability of good practises, and to give a basement to future Local Action Plans, we decided to identify the conditions that help, or even hinder the realization of a program. According to our approach strengths *support*, opportunities *may support*, while weaknesses *hinder*, and threats *may hinder* the success of an initiative. **If we raise our consciousness on the process of transferring, and create or strengthen the supportive factors while stopping or eliminating the hindering ones, we will succeed in both transferring existing good practises and creating new actions.**

In the following chapters (Chapter 2 and Chapter 3) we collected those conditions that help or hinder the realization of youth-care initiatives in general. We have aggregated the results of all SWOT analysis of the partners, and reduced the items into four determining factors. The „4M” factors are the following:

- MAN. Those organizations and institutes, cooperation and strategies belong to this factor which stand behind the youth-care initiatives.
- MARKET. The group of youngsters as the target of youth-care initiatives is considered as „market”.
- MONEY. Those kinds of financial support which help to realize youth-care initiatives are demonstrated in the factor called „money”.
- MILIEU. No youth-care implementations can be realized without a supportive environment. While examining the milieu we also focused on education, as educational institutes are one of the narrowest milieu of the target group.

The content of these two chapters helps to **create new Action Plans**. The list of supportive and hindering items can be the basis of initiatives that aim to better the conditions of the certain region.

After, in Chapter 4 we examine the good practises of the partners in order to help them to decide whether they were relevant or not in the region, and if they could be successfully transferred or not. We made five different groups of good practises:

- GPs on Competence development of youngsters
- GPs on Way of living
- GPs on Choice of profession and career
- GPs on Increasing willingness for doing business
- GPs on Entrepreneurial community, incubation and culture

To answer these questions first we determine the certain problem the initiative aimed to solve, then collect the success factors to check if the partner is ready for transfer or has to close up with some conditions. **This way we do not help to create new Action Plans but to adopt existing ones from abroad.**

2. SUPPORTIVE CONDITIONS in GENERAL

2.1 Man

A strong networking process can be detected in the past few years. Government, academia, industry and citizens have been collaborating together to drive structural changes far beyond the scope of any one organization could achieve on its own (Quadruple Helix Model). These collaborations are intergenerational cooperation, cross-sector cooperation, and also mentoring in companies and universities. In the past few years there was a considerable number of professionals skilled in business coaching and mentorship who could be involved in supportive programs. The goals for the future should be the following.

- Setting up international networks in youth innovation
- Cross-sectoral cooperation with institutions abroad
- Establishing coordination centres, and youth council within municipality
- Cooperating with educational institutions
- Finding twin cities, experience exchange between twin cities.

The strategies and initiatives of these cooperation, thanks to the flexible and conceptual thinking, are:

- Very well established,
- Capable of targeting different groups,
- Overcoming the paradigms of individual ownership.

The missing, and necessary strategies and initiatives may be the following ones.

- Defining “social entrepreneurship”,
- Systematic development of social enterprises – law, governmental program and support on social entrepreneurship,
- Active policy of employment, atypical types of work – public work, student work, self-employment, working abroad (either moving or online work for foreign company),
- Focusing on youth organizations,

- Developing entrepreneurial culture in the regions where market economy is only some 20 years old.

2.2 Market

Even the most deliberate initiative can fail, if the youngsters do not have the necessary skills, personality, attitude or knowledge. According to the results of the SWOT analysis, the effectiveness of a program can mostly be ensured, if the target group is:

- Skills: educated and talented, experienced, creative,
- Personality: flexibility, optimism, will, enthusiasm, expansion of horizons raising self-confidence, openness, energy,
- Attitude: motivated, positive attitude towards short or long-term study/work mobility, positive perception regarding the entrepreneurship benefits, pro-active conduct,
- Knowledge: English speaking, business-knowledge.

Furthermore, if we analyse the necessity of business knowledge among the young, we find that the existence of the following items is essential:

- Efficiency and pragmatism in defining a business idea applicable on the market,
- Innovative way of thinking while defining business ideas,
- Capability of defining and communicating objectives,
- The knowledge of social entrepreneurship and social innovation.

2.3 Money

Most partners emphasized those relevant pieces of improvement, which aim to

- Better the living conditions of the youngsters,
- Increase the number of the achievable financial support, intending to help young enterprises, mainly the most innovative, technology-based ones.

The relevant, and most successful supporting structures consist of the following initiatives.

- Budget background in the Municipality,
- Venture financing,
- Youth programmes co-financed by national or local government,
- Support from the family of the youngster, mainly from the parents (limited available),
- Public funding.

Despite the fact that many partners reported on a wide range of financial opportunities, many of them could find further potential sources or promotable areas that enable the cover of a more significant group of stakeholders, or a bigger amount of support. These opportunities are the following:

- Special support at the beginning of an entrepreneurial career,
- Special support for pupils, apprentices and non-academics,
- More supports for services, non-technology-based businesses,
- Involving EU sources,
- Local public funding to support starting-up business by young entrepreneurs in the social field,
- Legal framework which facilitates the relation between the potential young entrepreneurs and „business-angels” investors for the start-ups, and which supports crowd funding campaigns.

2.4 Milieu

In general most people of the region think they have better quality of life than before, so they get real value for their money. This kind of tendency has influenced business life, which resulted in the spread of western business culture, high innovation level and creativity. Thanks to the technical and technological oriented approach, the openness to new technologies and innovation has grown. Furthermore, there were several initiatives that aimed to attract youngsters in the region, e.g. many new organizations (lower employment costs), developing infrastructure (traffic, accommodation for youth, etc.), and the possibility of both informal and

formal education. The new system ensures an easier switching between the levels of informal education (general and more specific education), and also the possibility for organization members to attend informal education (learning while working). Making Social Entrepreneurship a part of curricula was a big breakthrough. We can find a lot of examples for academia and research background that serve the success of youth-care programs.

Though people seem to be successful with their circumstances, there are some fields to develop for youth-care programmes. These are the following:

- Regional development programme – develop local economy in innovative sectors in order to become a strong regional innovation hub,
- Make the region more visible and attractive to young people – living outside the city with lower pricing, public bicycle system, applications on traffic and public transport, excellent ration between cost of living and quality of life,
- Make business-friendly environment – fast growth and lower costs of running business, growing technological community, boosting ICT sector, lobby for improving legislation to encourage the entrepreneurial environment, existence of student organizations promoting entrepreneurship,
- Focus on informal education – promotion and recognition of informal education within schools, youth organization and organizations for youth as carriers of informal education, existence of possibilities to simulate the real entrepreneurial situations (camps, summer schools, etc.), equal access of the young from the urban area and from the rural area to entrepreneurial education opportunities, financial/judicial/intellectual property education courses in the pre-academic environment, curricula completely adjusted to the needs and opportunities of the labor market,
- Knowledge transfer – incorporation of (social) entrepreneurship into curricula of educational system, setting up appropriate mentorship.

3. HINDERING CONDITIONS in GENERAL

3.1 Man

In many partner regions there are a lot of administrative barriers of networking, or creating sustainable programs for youngsters. For example, innovation, social innovation and youth are under different municipal offices, or institutions like Regional Development Council with different boards are not active. Despite in the above chapter we wrote about networking as a working process in the partner regions, there are some problems we can identify in this field. These problems are the following.

- Short-term cooperation – the cooperation between institutions is not financially sustainable and is linked to different projects,
- Conflicts among cooperating partners – gap between young people and accomplished business people, low mutual respect,
- Non-complete Quadruple Helix Model – lack of cooperation with industry, many NGOs serve only themselves, dispersion of organizations,
- Existing, but not effective networks – lack of active members, scarce human resources at Municipality dealing with youth.

As a result of these lacks and failures, the strategies and initiatives for youth-care can also be criticized.

- Insular programs for young enterprises - very few offers that make entrepreneurship attractive for women, non-academics and apprentices; the topic of social entrepreneurship is missing; cannot deal with the differences in target group,
- Non-effective methods of reaching target group – lack of information among youngsters.

If we cannot change these facts, there is a chance for further failing circumstances. In case of poor support from political system, slow response from state regulators, or if new policy structures on the national level neglect the needs of regional or local actors, the labour market

will not be adopted to the needs of youth, there will be no more subsidies for self-employment, and the entry criteria for becoming a social enterprise will be aggravated.

3.2 Market

Despite there are many motivated and skilled youngsters in the different regions, a huge percentage of them has problems with their future (studies, finding employment, private life, etc.). Both these problems and the failure of youth-care initiatives may originate in some characteristics of youngsters. These characteristics are the following.

- Skills: lack of leadership skills, lack of experience with application for tenders,
- Personality: apathetic behaviour, lack of self-confidence and initiatives, dependency on parents, no pressure for independency, no interest for leaving the comfort of home, afraid of going abroad,
- Attitude: preference to personal connection over competence, driven by profit-making, low entrepreneurial spirit, no loyalty (brain drain to other cities or countries), passive attitude and inactive youth, low motivation,
- Knowledge: functional illiteracy, lack of language skills.

If the ones, responsible for youth-care initiatives cannot change the circumstances of youngsters, the threat of social problems, concerning to the members of young generations, will definitely extend. These kinds of social problems are the following.

- Brain drain – migration of young people to western EU countries,
- Lost generation – youngsters with no perspective, „post-Erasmus” syndrome after return, no „starting point” for pupils, no awareness of potentials, not adopted mentality of parents (with career orientation),
- Under motivated generation – stressed and frustrated, passive and apathetic youth.

3.3 Money

Thanks to the development of the sector, several kinds of financial support have come into existence in the past few years, so the former privilege of bank loans has finished for today.

Unfortunately, this fact does not mean a perfectly operating financial market. The weaknesses we can determine are:

- Insufficient financial support – especially for the first phase, if not in technical field and/or academics and/or services, less supports possibilities for services than for technology, low loan capability / inadequate criteria for obtaining loans,
- Ineffective financial support – support offers are often perceived as unmanageable by 15-18 agers, outdated financial and business framework, information lack in the group of 15-18 year old young people regarding founding,
- Lack of finances – no support from official authorities, dependency on public funding, lack of EU funding.

Furthermore, there is a chance of failing circumstances in the future, which could cause further problems in financing programs. These problems may be the following:

- Insufficient financial support – especially in the very start up-phase, new policies on which the funding will depend after 2020, co-financing problems, low financial grants for students,
- Ineffective financial support – the funds will not be assigned where needed, unsynchronized support, financial aid doesn't cover the expenses,
- Lack of finances – no access to local finance, only a few alternative financing, sudden change in EU funding, restrictions in public funding supports, exclusion from the Eurozone and Schengen space.

3.4 Milieu

A social milieu can be not only supportive, but also inert, or – in worst case – even damaging. Unfortunately, most partner regions could identify many hindering factors, which make the implementation of youth-care initiatives more difficult.

- Inappropriate physical environment – family housing sized for several generations, not enough non-profit apartments, expensive offers in youth hostels, bad cycling

infrastructure, inappropriate public transport connections, inactive nearby airport, expensive railroad, high cost of living,

- Non supportive economic or business life – weak economic situation, underdeveloped social enterprises, capitalism, different explanations/definitions on social entrepreneurship and social innovation,
- Non supportive culture – wrong approach towards youth, individualization of society, populist media, low trust judiciary, no culture in „failure“.

These factors may seem not to influence indirectly the members of young generation. Regrettably, we find many hindering conditions while examining education as the narrow milieu of youngsters. These existing conditions and threats are the following.

- Lack of real needs – too long educational process, “untouchable” professors at higher education, regular study obligations, lowering the competency of staff in educational institutions,
- Gap between labour market demand and education of youth – no practical experience, lack of legislation and education for social innovation, unfamiliarity with informal education, need for different levels of informal education, universities are not flexible regarding new skills needed on the market, missing education system for skill workers.

4. TRANSFERABILITY OF GOOD PRACTISES

In this chapter we analyse the most important Good Practises of the partner regions. First we give a short overview of the Good Practice, then in a chart we aggregate the problems before implementation and the success factors of realization. We do it in order to help to examine whether:

- The topic of the certain Good Practice was relevant for the region or not,
- The region had the necessary strengths or not to succeed in the transferability of the project.

4.1 GPs on Competence development of youngsters

“TÁMOP” 3.1.4 mentor program and competence-based education (H)

Using digital equipment in education and creating competence-based curriculum is the requirement of both the labour-market, the parents and the students. Answering this need, the teachers have created a so-called competence-based “idea-basket”, which contains 10 syllabus, a teaching manual with detailed description of appropriate methods, and many worksheets.

Problems before implementation:
People often criticize the institutions operating in the field of public education for not being able to deal with the difference and uniqueness of their students . Therefore, the importance of differential training and customized treatment has come to the front. Furthermore, the concept of competence-based curriculum has also become widespread, so educational institutes have to fall into line with it.
Success factors:
<ul style="list-style-type: none"> • EU funding • dedicated teachers • motivated youngsters • flexible approach of educational methodologies

Smart School Program (H)

The Hungarian Government accepted the so-called Digital Educational Strategy (DOS) in September 2016. This strategy aims to ensure the opportunity of developing the basic digital competences for children in public education at all ages.

Problems before implementation:

The **ability of using IT equipment has become a basic requirement** when filling in even the simplest manual work. If we want to give our kids the chance to get on in life, we have to prepare them for the necessary skills. These skills are called “digital literacy”.

Success factors:

- EU funding
- dedicated teachers
- motivated youngsters
- flexible approach of educational methodologies

Junior Achievement Bulgaria (BG)

Junior Achievement Bulgaria – founded in 1997 – is the leading organization in the country with the longest tradition in providing contemporary educational programs in entrepreneurship, financial literacy and work readiness for young people aged 6 to 25 years. Its mission is to educate and inspire young people to value free enterprise, business and economics in order to improve the quality of their lives. Thus, the organization works to develop entrepreneurial spirit and mindset through practical activities in economic and financial literacy, business skills, leadership, teamwork, career orientation, innovation and technologies, presentation skills.

Problems before implementation:

The young entrepreneurs in Bulgaria are facing two common problems: the **lack of basic administrative skills and clear business orientation**. The basic issue, which stand is not the lack of entrepreneurial spirit, but the clear vision and definition of business strategy and model that should be developed. The lack of information, financial knowledge and financial capacity are among the obstacles for the young entrepreneurs. A clear state communication with the youth should be established to emphasize the process of business development.

Success factors:

- | |
|---|
| <ul style="list-style-type: none"> • popular organization worldwide • close work with the media, the policy makers and the government • practical courses in entrepreneurship, financial literacy and career orientation |
|---|

4.2 GPs on Way of living

UnderPass (BG)

This is a youth initiative of young volunteers who dream of some of the most beautiful cities in Bulgaria. But besides dreaming, they take brooms, shovels, hammers and drills and start work! As their name suggests, they have begun "bottom-up," the "lowest" parts of the urban structure - the dark, dirty, dangerous and unpleasant underpasses. And it aims to attract people to activity and volunteers.

The idea is to update ignored public spaces in an interesting, interactive and creative way and to become places of culture, recreation, gatherings or just look nice.

The Youth Initiative is designed to experiment in the urban environment by offering a new interpretation of underground public spaces, namely the saturation of these non-traditional sites with cultural and educational content. In addition to direct physical interference, various events such as songs, flash mobs, concerts, summer cinema, workshops for children, etc. are organized.

Problems before implementation:
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Too many ignored public spaces in the region and the lack of educational and cultural content.
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Success factors:

NOT DETAILED IN FINAL LOCAL CASE STUDY

Social entrepreneurship education – Cooking (A)

As part of the tourism focus at BHAK-Eisenerz, students learn to plan, calculate and prepare meals together with young refugees. During the events common meals were recognized as a good opportunity for mutual learning. The main goal was to get to know other cultures and habits, and the elimination of inhibitions by using their professional and social skills.

Problems before implementation:
Refugee families have settled in the city and together with a supervisor they looked for different ways of integration.
Success factors:
<ul style="list-style-type: none"> • Cooperation between the school and the city • Openness to suggestions and new activities • Many points of contact between the local population and refugees in everyday life • Open communication culture

2nd Local youth programme in the Municipality of Maribor (SLO)

The 2nd LPM is a basic programme document for the 2016-2021 period ensuring a sustainable attitude of the local politics within the youth sector. The preparation and execution is led by the city administrative authority in charge of the youth sector in cooperation with the Commission for youth-related issues in MOM. It emphasises three key areas of the MOM youth sector's operation for the 2016-2021 period.

THE FIRST AREA: Connecting the key operators within the youth sector and improving the accessibility of the offer for young people.

THE SECOND AREA: Tendering the co-financing of non-governmental and non-profit youth centres, larger and smaller projects and support for EU tenders.

THE THIRD AREA: Targeted treatment of priority youth areas - employment, housing, education, mobility, political participation, social inclusion of the youth with fewer opportunities and other areas in accordance with the Resolution.

Problems before implementation:
Out of the needs to define priorities and measures taken by the Municipality of Maribor (MOM) in order to implement the public interests within the youth sector in MOM.
Success factors:
<ul style="list-style-type: none"> • human resources with personal commitment • information sharing with decision makers • methodology

Združimo se (SLO)

The project will contribute to empowering youth to become active citizens, create a favourable employment environment, enhance the competences of organizations in the field of youth, promote youth organizations as centres with relevant programmes for encouraging active citizenship, influence decision makers to create favourable environment for foundation of youth co-operatives, connecting key actors to increase the employment rate among youth.

Problems before implementation:
The European Youth Forum launched a report on the social inclusion of young people Excluding Youth: A Threat To Our Future, criticizing the decision makers for encouraging youth for entrepreneurial, which makes sense only if the young person has an innovative idea. Thus, the need for more sustainable forms of self-employment (such as social co-operatives).
Success factors:
ONGOING PROJECT

4.3 GPs on Choice of profession and career

Career Club Újbuda (H)

The aim of the Club is training young people for choice of profession and work. In order to realize their aims, they organize events once in every two weeks. During their meetings they present those colourful and inspirative opportunities, which the young can choose from. The representatives of different professions tell their stories about their experiences (how to advance in the career, what were the success factors, what made success difficult, etc.), so the attendants can get to know the real state of labour market.

Problems before implementation:
The newly established Career Club helps youngsters in the choice of profession , because a research showed that they often have problems with answering such questions as “How can I get a job?” or “What kind of forms of employment exist?”.
Success factors:
<ul style="list-style-type: none"> • networking • involving celebrities

Upgraded activities of the Career Centre (SLO)

The KCUM has the goals of holistic support with career development of the targeted public; ensuring conditions to strengthen the connection between the target group and employers; empowering groups for efficient entry to the labour market.

Problems before implementation:
The University wanted to expand the offer, which could be offered to the students, post-graduates and enrolling students. A centre was also needed, that would prepare forecasts and help youth with career
Success factors:
<ul style="list-style-type: none"> • systematic funding

IBOBB-Café – City of Graz (A)

The IBOBB-café, addresses all people that have to make a decision regarding their profession or education. A one-stop-shop for bringing together the education products at one point was established in October 2015. Counselling, various “quick” services and quality information on all educational matters have been pooled. IBOBB-Café means Information, Counselling, Orientation for Education and Profession and all inhabitants of Graz between 0 and 100 years with any questions regarding education and profession are welcome in IBOBB-Café (mainly as a first contact point). The assignment of the social pedagogues is to give information.

<p>Problems before implementation:</p> <p>On one hand the public administration of the department of education and integration had a lot of services regarding educational issues from kindergarten until the end of compulsory school but not at one point and on the other hand the department is only in charge of school building but willingly wanted to add up additional services. In more detail there was no institution with an overview about all the educational services from 0 up to 100 years that concentrates counselling centres and general education issues for the residents of Graz. Due to a lot of services offered all over Graz as well as in Styria consequently many opportunities are existing but also challenges in finding a suitable service that fits with one’s problem or question.</p>
<p>Success factors:</p> <ul style="list-style-type: none"> • early involvement of the employees • run the project from the beginning • political intention

EDUCA MYJOB (CZ)

Educa Myjob is the biggest regional education and job fair held in Liberec. Each year, over 10,000 students come to visit the fair in order to fully explore their future career options. There are over 80 schools and 40 regional SMEs participating at the event. Apart from that, there is a special section primarily oriented on the future entrepreneurs.



Problems before implementation:
In Liberec region, there are tens of high schools with different specializations. Therefore, for fresh elementary school graduates, it is really difficult to get oriented in their offers. At the same time, it would be really time-consuming for new applicants to visit some of the preferred schools one by one. The combination of these two factors makes one of the most important decisions in life very complicated.
Success factors:
<ul style="list-style-type: none"> • forerunner initiative • cooperation of the majority of elementary schools • financial support of the Liberec region office

Creative Mentorship (SRB)

Creative Mentorship is the first mentorship program in Serbia which tackles the issue of personal and professional development of upcoming leaders in the fields of culture, creative industries and education. It aims to promote mentorship as a way of lifelong learning and exchange of knowledge and experience between an established professional, the mentor, and emerging professional, the mentee.

Problems before implementation:
The lack of mentorship as a way of lifelong learning and exchange of knowledge and experience between an established professional, the mentor, and emerging professional, the mentee.
Success factors:
<ul style="list-style-type: none"> • quality of interactions • experienced professionals • motivated participants • open-minded, socially responsible, knowledgeable and motivated leaders

Co-creation of social spaces - for youth with youth (SLO)

Young people with less desirable professions with demand in the labour market, were introduced to these professions and given opportunity to gain practical knowledge, show their



skills and improve them; additionally, the end result provided more spaces for youth to gather and implement their ideas.

The workshop had many positive impacts on the local youth and local community. It gave young people a chance to show their talents, as well as working together as a team. The premises now offer better environment for events, organized by local youth and youth organizations.

Problems before implementation:
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In recent years Maribor is facing high level of youth unemployment . There are also inconsistencies between the education system and the labour market . We have a lot of young people with a high level of education on one side; on the other side, there are the needs of the labour market, where we can see a lack of young people with vocational education.
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Success factors:

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| <ul style="list-style-type: none"> • motivated participants |
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Mentorship Programme: Learn from the Best (SLO)

The main purpose of the Mentorship Programme is to connect young individuals, aged between 15 and 30 years with older and experience individuals, who will become their mentors.

With the Mentorship Programme, we wish to (1) give the youth the courage in order to start building the foundations of their own future, (2) transfer experience, knowledge, advices and the support from the older to the younger generations, (3) foster knowledge and information transfer between al active citizens, (4) create lasting mentorship connections, that will influence the whole society in a positive way.

Problems before implementation:
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Youngsters often have problems while creating their future.
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Success factors:

- stable support and financial resources provided by the Municipality of Maribor
- strong and experienced leader (project manager)
- a passionate team
- good business plan and operational protocol
- well established network of supporters, partner organizations etc.
- excellent communications and marketing plan

Model M Slovenia (SLO)

Project Model M Slovenia is an innovative project, which includes youth between age of 24 and 29. The project lasts one and half months in each region and it takes 100 hours per participant. Working methods used by the organizers are: group lectures and workshops on various topics, presentation of best practises of companies, individual consulting (1:1). Lectures in progress are mostly interactive. Participants also have quite a few tasks, which are then presented in front of others. The main task is to develop individual's career or business plan. This is important, because they can see how much founding capital they need to start their own company, they should also write their mission, vision of the company, etc. The participants prepare their cases individually and during joint sessions they present them to the group, practicing also public speaking.

Problems before implementation:

The problem in Slovenia is that **young people aged 19-29 after finishing their school do not have enough knowledge and experiences about public speaking, planning their own career plan or business plan for NGO or company**. They also do not know how to network and come to contacts with business and NGO's to easily find their jobs or create their own.

Success factors:

- self-motivated participants

4.4 GPs on Increasing willingness for doing business

I SEE YOU Project (A)

The project’s aim is to develop the social entrepreneurship skills and competences of unemployed young people from seven European countries (Austria, Ireland, Italy, Romania, Slovakia, Spain, United Kingdom), who have an interest in creating their own social business and have an affinity for IT – one of the most important business sectors from EU.

<p>Problems before implementation:</p> <p>Youth unemployment has become one of the most pressing labour market issues in Europe since the economic crisis. One way out of unemployment for many young people is entrepreneurship. 40% of European youth have indicated an interest in self-employment, as it provides them with independence & self-determination (OECD, 2012). Additionally, young people do not just want to establish a business, but wish to have an impact on their environments. As a result, social entrepreneurship has seen a sharp rise in popularity.</p>
<p>Success factors:</p> <ul style="list-style-type: none"> • Online Training (training participants can decide on their own about when and where to do the training)

IdeenTriebwerk Graz – Independent Students Association (A)

The ITG supports innovative ideas and their implementation at the location Graz in order to minimize the risk of failure and increase the chances of success. They are the primary Grazer information hub. They are driving forward the implementation of innovative ideas and are boosting Graz as a start-up location. Through awareness-raising, quality networking and know-how transfer, they want to increase the number of innovative start-ups in Graz and provide the leverage for sustainably successful companies.

Problems before implementation:
Behind the founding of the student association IdeenTriebwerk Graz was the idea to achieve a networking of the Grazer founder scene, which had not existed before (many small initiatives, hardly any exchange among themselves, few students). The founding theme , entrepreneurship and start-ups should be recognized as a career option among Grazer students (awareness raising).
Success factors:
<ul style="list-style-type: none"> • good networks within existing structures • accept new challenges • bring together different interest groups to create innovations (cross-sectional) • cultivate the culture of founding • narrow structures • no political influence

Gründungsgarage/Founding Garage (A)

The Gründungsgarage is a cooperation of the Institute for Corporate Management and Entrepreneurship of the Karl-Franzens-University Graz and the Institute for Entrepreneurship and Organization of the Graz University of Technology. Its main objective is to support students and staff from all universities to start a business while developing curricula and contents for courses.

Problems before implementation:
There is not enough support for students and staff from all universities who see entrepreneurship as a viable option in the future .
Success factors:
<ul style="list-style-type: none"> • Uniqueness of the offer • Qualified know-how of the individual persons involved • Available network of various support possibilities • Network of higher educational institutions and departments



Student Business Club (CZ)

The Student Business Club is officially established under the Technical University of Liberec and its main goal is to strengthen the youth entrepreneurial spirit by boosting students towards their successful ventures. Each year the best idea contest winners are supported by the University to turn their ideas into life.

Problems before implementation:
<p>Top-level results in research and science, excellence in teaching and interdisciplinary collaboration have stood for the Technical University of Liberec since 1953. Around 7000 students study at seven faculties and one specialized institute. In the field of technology transfer, the Technical University of Liberec has a tradition of research in close cooperation especially with the textile and automotive industries. This has guaranteed excellent placements to graduates. Furthermore, the University is involved in more than 100 research projects worth almost USD 3 million and in contract research. While connected globally, the University understands its responsibility as an institution uniquely located in Central Europe and engages in cross-border projects.</p> <p>It is clear, that The University has been primarily focused on the engagement of future employees rather than entrepreneurs. The Student Business Club decided to change the status quo.</p>
Success factors:
<ul style="list-style-type: none"> • commitment of founding lecturers, who decided to establish such organization at the University • University top management was dedicated to supporting it • partnership with MITON (regional leader operating in the online business and e-commerce)

SALT JCI (RO)

SALT is an entrepreneurial development program started in 2013 by JCI Cluj, based on the growth mentoring concept for young entrepreneurs. The SALT Program aims to support between 10-20 young entrepreneurs each year in starting a new business or in the process of taking an existing one to the next level with the help of a mentoring program.

The main objective of the Program is to create a bridge between motivated young people with a business idea and accomplished entrepreneurs, providing a means to transfer knowledge and

information, to provide support for young entrepreneurs in the early stages of developing their business idea and develop mutually beneficial business relationships.

An objective which has come later in the program and as a result of previous editions was to train young entrepreneurs formulate their objectives and related questions more coherently and more clearly.

Problems before implementation:
The main problem addressed by the initiative is the huge gap between accomplished entrepreneurs and young people wanting to start a business or improve an existing one , as well as the lack in ability of young entrepreneurs or wannabe-entrepreneurs to set goals and formulate questions , although the amount of available knowledge is considerable and experienced entrepreneurs are usually keen on helping and sharing information.
Success factors:
<ul style="list-style-type: none"> • dedication of the staff and participants whole-heartedly • setting the exact steps for the program to follow (training program, contacting mentors, training not just the mentees but also the mentors, selection process for the mentees which ensures the recruitment of dedicated young people who will put in the effort and follow through with their

ELTE Innovative Student Idea Competition (H)

ELTE invites its tender for the students in the graduate and postgraduate courses, which aims to provide financial and professional support to the launch of an innovative project based on their own ideas.

Problems before implementation:
Transforming the students' and PhD students' ideas, coming from any field of science, into a useful and marketable solution for the society, was a hard task in the past at Eötvös Loránd University (ELTE). These ideas may be technological developments in the field of IT or natural sciences, practical applications of new research results in the field of sociology, social policy, economics or humanities, including innovative teaching methods.

<p>Success factors:</p> <ul style="list-style-type: none"> • personal knowledge transfer • social networking • awareness raising • bottom-up (grassroots) actions • business thinking

MVM Edison Light Up! (H)

The main aim is to find the energetic innovation of the future. Within the framework of Edison Light Up! Project, the focus was on:

- Finding the plans of creative energetic innovations, which may have significant effect on the society and economy,
- Building up a special start up ecosystem, which is able to incubate those innovative business ideas, that are connected with energy, energy awareness, hardware and software development in the field of education, and sustainable design,
- Training and mentoring for the success of knowledge-transfer.

<p>Problems before implementation:</p> <p>Sustainable development and energy-savingness have long been important areas of researches in the field of science and technology. Many companies have realized the fact that youngsters are often more creative and open-minded than adults, thus it is worth building on them while creating new and innovative products.</p> <p>Success factors:</p> <ul style="list-style-type: none"> • cooperation with Hungarian Electricity Private Limited Company (MVM) and IBM • complex methodology of the program (competition, training, mentoring)

Student festival of entrepreneurship (RO)

The goal of the program is promoting culture and entrepreneurial thinking among students by developing innovative business and management skills. The main intervention in favour of the target group is an enrichment of the entrepreneurial skills of the students through an efficient interaction between the university and the business environment in order to better adapt to the labour market. By achieving this goal the project was aiming to eliminate the bottlenecks in business initiation and development, a bottleneck resulting from a lack of general experience and an entrepreneurial mind-set among the target group.

Through this festival we wanted to identify solutions related to the main problem, which is the lack of entrepreneurial skills as well as entrepreneurial education, making it difficult to exchange information among different groups of actors in this area and increase the number of successful SMEs established by students.

Problems before implementation:
The lack of entrepreneurial education for young people – which plays a major role in acquiring key entrepreneurial skills and the relatively high unemployment rate among young people under 25 (currently
Success factors:
<ul style="list-style-type: none"> • comprehensive planning • intensive communication with stakeholders • novel approach to the participatory workshops for young entrepreneurs • inclusion of the fair entrepreneurial proper management of packaging

NEWBIZ (RO)

The main goal of the program is to develop entrepreneurship and managerial skills of students and young entrepreneurs through integrated support services to generate an increased number of businesses (e.g. counselling, assistance, post-assistance, support for business initiation and self-employment, training in the field of development and consolidation of new areas of employment and entrepreneurship). Its further purposes are the following:

- Awareness of the existing opportunities for entrepreneurship and self-employment and promoting a positive attitude towards entrepreneurial culture through an integrated communication campaign.
- Development and implementation of aid scheme and incentives for supporting the entrepreneurship and self-employment.
- Promoting entrepreneurial culture and self-employment through innovative activities.

Problems before implementation:
Youth unemployment reached a record 25.7% in Romania in the first quarter of 2014. Supporting entrepreneurship is a solution to be taken into account for youth unemployment.
Success factors:
<ul style="list-style-type: none"> • supports the knowledge-building and learning on entrepreneurship • positive role in the emergence of young entrepreneurs and new firms • offers responses and solutions to the challenges of start-ups

4.5 GPs on Entrepreneurial community, incubation and culture

KULTIVAR (CZ)

Kultivar is a community space gathering local independent artists from the Liberec region. Its main domains are design, art, and culture. It also offers a co-working space for freelancers, so they do not have to pay for the regular office rent. Events organized by Kultivar are very popular amongst the citizens of Liberec. The original main project objective was to support young artists and craftsmen from the Liberec region by providing them with space, where they can let their creative ideas flow. Eventually, the venue became a centre of workshops, exhibitions, co-working and other art-related events.

Problems before implementation:
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Before the Kultivar was opened in Liberec, **there was no co-working space or shared office in the city or in the region**. Co-working facilities are mostly used by freelancers or independent specialists, who usually prefer to work from home and thus do not have a chance to interact with each other.

Success factors:

- game-changing moment organized by the T-Mobile Czech Republic
- Miss Altova proved her entrepreneurial skills and knowledge (Kultivar project is founded and managed by Miss Klara Altova, a young artist from Liberec who won the contest for young regional entrepreneurs organized by the T-Mobile Czech Republic.)
- bottom-up approach, when young innovators overtake the project leading role

The Founder Institute (BG)

The Founder Institute (FI) is the world's premier startup launch program for talented entrepreneurs. Its comprehensive step-by-step curriculum gives the structure, mentor support, and global network for starting an enduring company. This idea-stage accelerator and startup launch program was started by Adeo Ressi in Silicon Valley almost 10 years ago with input from hundreds of successful technology entrepreneurs from across the globe. Now it is presented in more than 60 countries, 2200+ companies launched with a survival rate of 81%.

Each week, participating Founders attend a 3+ hour session to pitch the mentors and receive training and feedback on a specific topic, and then build their business for the rest of the week through a series of practical and challenging assignments, office hours, and group meetings.

FI curriculum is also updated frequently to reflect the latest best practices in early-stage tech entrepreneurship, leveraging the feedback and experience of global Directors running programs in 170+ cities worldwide.

The purpose of the program is totally dedicated on helping founders building meaningful companies.

Problems before implementation:

Generally, there are two basic problems that stand in particular with youth entrepreneurship. First, most young people start up without knowing the process and effort involved. There's too much focus on the startup **HYPE**, and not enough on the **PROCESS** and **HARD WORK**. Second, too many companies fail due to critical early mistakes. Over **50% of new companies fail** in just the **first 12 months**.

Success factors:

- method tested many times in many locations
- new good entrepreneurs inspire people to dare and try starting a business
- financial support of the local government/municipality for the businesses

Nova Iskra Creative Hub (SRB)

Incubator Nova Iskra manages design and employs innovation in order to discover new values in the fields of creative business, education, social improvement and empowerment of local communities. It is a multifaceted platform that embraces the design process as a starting point for developing problem-solving ideas, projects and services. They use progressive ideas and experiences from the creative domain as a tool to empower, update and develop small and medium-sized businesses, as well as to provide creative and business support to entrepreneurs, on a local or global level.

Problems before implementation:

The state of the creative industry in Serbia, when the project was initiated, could be described as underdeveloped and misunderstood. The **awareness about design as a factor of competitiveness and export potential for SMEs and other companies was very low**.

The **educational institutions do not provide functional knowledge and practical skills** and there were no programs that help student to understand the market and how to make the living out of their work. There was **no place where young creative professionals and entrepreneurs could get professional support** (legal, administrative, consulting), meet other people with similar interest and well established professionals.

Success factors:

- timing
- pioneering role in the field in the Balkan region
- diversity
- combination of mixed and shared experience of the co-founders and team members
- cooperation of the municipality

Startit Center (SRB)

Startit center is a networking platform for activists, organizations and start-ups that support the development of start-up eco-system, IT entrepreneurship and knowledge sharing in Serbia. It provides professional education, training, mentorship and networking events. It is a cooking and event space that offers training, mentorship and networking events. It is also set in old warehouse owned by Municipality of Savski venac. It is the largest tech community grass root organization in Serbia.

Problems before implementation:

Prior to the project of development of Startit center, the comprehensive research was made by 15 ICT organizations involving 1650 developers, out of what 31% senior, 34% medium and 35% junior, coming from Belgrade (54%), Novi Sad (24%) and Niš (7%). Only 11% were women. This research provided the insight on the tools, computer languages and technologies that are used, level of formal knowledge. This research provided the relevant information for the creation of future programs and activities in the Center. Some of the important were that **almost half of the developers didn't finish the technical faculty and got their skills through informal trainings and there was no salary gap between developers with formal and informal knowledge**. From the developers surveyed, 60% are employed, 15% are freelancers, 13% of owners of their company, and 12% are unemployed (mainly those who are still students). Part of the survey was dealing with the favourable technology, tools and computer languages used and the preferred ways of learning and training. Municipality of Savskivenac and the other central Belgrade municipalities are affected the most by the **brain drain**.

Success factors:

- dedication of the initial team that was recognized by the municipalities involved in the project
- business community that is supporting activities in the centres

Mikser (SRB)

Mikser is a non-profit, cultural organization founded in 2002 in Belgrade, bringing together professionals and enthusiasts in the field of art and design, and through the production of various trans-cultural projects encourages the development of design, architecture and communication as a key instrument for intellectual and economic development of Serbia. Mikser organizes competitions, exhibitions, cultural events, conferences, educational courses and lectures.

Problems before implementation:

These region share turbulent history over the last 20 years faces the similar economic and social difficulties towards development of creative scene, industry and audience. The design sector shows the same conditions in the whole region: **designers don't engage in continuous professional development and lack the necessary entrepreneurial skills to communicate effectively with business sector and they are not equipped to deal with challenges in the public sector.** Despite research demonstrating that design can have an impact at both the micro level of the companies and as a driver of growth at macro level and that design constitutes the greatest proportion of the creative industries in the region, design is under-represented in policies and there is no awareness in different economic and social sectors about benefits of using the design. General public is either not aware that good design can enrich and improve their living either can't afford it since lot of production or offer is not accessible and affordable.

Success factors:

- persistent and dedicated team with ethical standards recognized by the community

Support environment for development of social and technological innovations and development of social economy in the city and the region (TKALKA) (SLO)

Primary purpose of Tkalka is to promote development of local, regional and wider social and economic environment, job creation and raise the quality of life on the basis of social and circular economy, human potential development, local resources, innovations, open-source principles, creative technologies and an open and inclusive society.

The project also wants to promote new ways of collaboration in society and development of new social practices and therefore wants to be an example of such practice of collaboration.

Problems before implementation:
The city of Maribor and its local and regional surrounding is underdeveloped although we have valuable resources and opportunities: we have educated and innovative people and we have geographical and socio-cultural potential. Even though Maribor is positioned at the crossroads of important routes in Central Europe we are lacking behind in the economic and social development and suffering from dismantled society, disorientation and fear of cooperation.
Success factors:
<ul style="list-style-type: none"> • bottom-up initiative • independency of municipalities • professional model

Sofia Hackathons (BG)

The topic of Sofia Hackathons is dedicated to the 10 years of Bulgaria’s membership in the European Union. The goal is to find solutions to problems that we have not resolved yet or that lie ahead of us in the next 10 years, but we have not yet realized their salience. So, the Hackathon will focus on solutions that pave the way to the future. Participants can be all Bulgarian citizens, who have technical skills, vision for the future, creative ideas and the courage to stand up for them and defend them are invited.

Problems before implementation:
Unsatisfying innovation performance of Sofia according to the European indexes, lack of local responsibilities and resources to foster innovation (innovation is supported through structural funds at the national level), less engagement of Sofia local government with the innovation development processes, including social innovation.
Success factors:
<ul style="list-style-type: none"> • supportive and open local government • open data available • critical mass of ICT experts and developers and companies • appealing challenges • good facilities and logistics



“PROMYANATA” Initiative of the Reach for Change Foundation in Bulgaria (BG)

It finds and helps social entrepreneurs grow innovative ideas that tackle issues faced by children. Our support programs help social ventures to grow faster and better in order to impact the lives of more children in a sustainable way. We find social entrepreneurs through our search, and then develop them through our accelerator and incubator.

The Accelerator combines a series of workshops, one-to-one support, and support for validation of the hypotheses that the ventures have for both their business and social impact strategies.

The Incubator offers seed funding, media coverage, strategy development and advisory support, training, peer-to-peer learning, network development, and connections. Since the process for selection into the Incubator is so competitive, participation in this program is a stamp of approval for potential investors, donors and partners to see. The Academy for Social Entrepreneurs is a training program offering the basic knowledge and skills needed to start a social venture.

Problems before implementation:

Social entrepreneurship is a relatively new term in the Bulgarian context, which leads to misconception and unfamiliarity of what social entrepreneurship is. Thus, there is a **lack of sustainable tools for supporting social entrepreneurs**.

Success factors:

NOT DETAILED IN FINAL LOCAL CASE STUDY

ClujHUB and Startup Transylvania (RO)

ClujHUB came to life out of the ambition of a young entrepreneur and the desire of a handful of people to build one of the most innovative and complete coworking spaces in Transylvania. Given the business environment at that time, it has been decided that that was the right timing for a network where people could join freely and work together towards the future of Cluj in terms of creative and innovative events.

The first and foremost objective of the initiative is to consolidate and develop the local entrepreneurial ecosystem which can ensure the growth of sustainable and innovative businesses. Another objective is to offer entrepreneurial education which is a far cry from the rigid curricula of universities and focuses especially on applied knowledge by involving mentors who are specialists in certain field and possess specific knowledge on a vast array of aspects. The third objective is lobbying for the improvement of the business and innovation ecosystem, achieving a series of results in improving the legislation on crowd funding, angel investors making also recommendations for improving programs funded by the state, targeting young entrepreneurs.

Problems before implementation:
During the 3 years spent in organizing TEDxCluj, the founder has observed and studied the entrepreneurial and freelancing market of Cluj and felt that there was a need for people of Cluj to know each other and be aware of the potential that their combined knowledge could achieve and the impact it will surely have on the city and the community as a whole.
Success factors:
<ul style="list-style-type: none">• talented multidisciplinary project team• involves local, regional and national business environment• involves well-known business owners and high level local decision makers who can accelerate decisions and processes• segmented and targeted communication strategy according to different types of stakeholders

YouPro Project (You.Promote Business) (RO)

The You.Promote Business Project (YouPro Project) links young people, not employed or not in education or training (NEET), and who have social media marketing skills with small-to-medium sized enterprises who are seeking to improve their competitiveness.

In Romania 7 out of fifteen 15 trainees got employed or stayed connected (collaboration) to the SMEs involved in the project. The project contributed to the understanding of the contributions that online marketing can have on the business. More than that, the training and internship opportunities were adapted to the needs and interests of the NEETs.

Problems before implementation:
The YouPro Project aims to support small business to better promote their products and/or services using social media. One of the challenges faced by SMEs is to become visible to the large population active on social media
Success factors:
<ul style="list-style-type: none"> • clear structure of the programme • development of different approaches to motivate learners and to reduce possible drop-outs • possibility to personalize the “Employment Training and Tutoring” in order to fit specific needs in each country • e-promoter component • work placement • innovative character in contents

Spin-Off Club and Start-up Tender for University Students (H)

The unconcealed aim of the series of programs is to support the establishing of businesses that – after leaving the university, research institute or large corporation – utilize the knowledge and skills acquired in the original parent company. For this aim they are trying to give them all the knowledge of doing business, since universities are usually dealing with them tangentially. Processed topics, entrepreneurial skills development, and occasionally business support, all help the participants realize their dreams.

Problems before implementation:
There have been moderate participation in many of the previous student entrepreneurial idea-competitions . When this was explained, one of the most important problems was the specialization of universities . Due to the specialization, students at the University of Economics had business knowledge and willingness for doing business, but they did not have a product or service idea. Parallel, students at the University of Technology had an idea but had neither business sense, nor expertise.
Success factors:



- famous entrepreneurs
- youthful spirit
- central location
- cooperation with business angels and entrepreneurs

BME Venture Mentoring Service program with DEMOLA (H)

One of the incubator services is BME Venture Mentoring Service (BME VMS) modelled by MIT. It supports innovation and entrepreneurial activity throughout the BME community and beyond by matching both prospective and experienced entrepreneurs with skilled volunteer mentors. The service has joined DEMOLA. Their mission is to facilitate the commercialization of intellectual property generated by BME faculty, staff and students. This serves the public good by advancing knowledge, by creating new and useful products and services, and by promoting economic development via start-up ventures.

Problems before implementation:

Lack of technology transfer at Budapest University of Technology and Economics.

Success factors:

- the implementation of DEMOLA project system

BossConnect Program (H)

Organizers of the so-called Mentor Program set the objective to make mentoring support of young people part of the Hungarian corporate culture. Their mission is to strengthen macro-economy by boosting new business ideas and expanding established businesses, making the best of the potential synergy between decision-makers. BossConnect has two main objectives: the first is to provide opportunity for private persons to create investments and income relying on their gained experiences and connections. On the other hand, BossConnect aims to catalyse

the development of companies by market acquisitions (primarily for mature companies) or by mediating professional and financial investors.

Problems before implementation:
Young entrepreneurs are not experienced and skilled enough to establish and run successful businesses.
Success factors:
<ul style="list-style-type: none"> • supportive, experienced and skilled company leaders • networking • cooperation with NGOs

Youth Participatory Budgeting in Cluj2015, European Youth Capital (RO)

Participatory budgeting is a project of Cluj-Napoca City Hall, in partnership with local and national stakeholders (BCR, ARC, PONT, ERSTE Stiftung, Cluj Community Foundation, and Cluj-Napoca Share Federation) financed from EEA Grants 2009-2014 and SEE Grants through the ONG Found.

The aim of this project was to establish a participatory budgeting process based on the involvement of young people.

The strategic aim of the project was to create a portfolio consisting of 250 small projects that are proposed by young people, addressed to the local community (especially the peripheral zones of Cluj-Napoca Municipality), contribute to the inhabitant’s active participation in the life of the community, involve inhabitants in proactive actions, unfold in public and common spaces and allow free entry. The total amount of funds allocated was more than 110,000 euro.

Problems before implementation:
Before this project there (Cluj-Napoca) was not a democratic involvement of the local community. Participatory budgeting has proposed the involvement of young citizens into a democratic process of deliberation and decision making in order to set an optimal method for spending (part of) the public budget.
Success factors:



- cooperation of public institutions, companies and NGOs
- helping small projects with impact on the community to grow

GT22 - Interdisciplinary Laboratory for Arts, Education and Alternative Communities (SLO)

The project objectives and purposes are

- Creating a living organization, community that works, cocreate, share and communicate with the city;
- Making and using art thinking in interdisciplinary approach;
- Creating professions in arts and cultural sector and working on job opportunities;
- Building a physical space and ideas platform that newcomers, students and young professionals could use;
- Researching, developing, understanding a production of city and for the city – urban environment;
- Creating and using a media platform that develops a theoretical, practical and information exchange in the fields of art, cultural and urban environment;
- Sharing local and international good practices;
- Creating open and intellectually curious individuals and groups.

Problems before implementation:
Lack of communication between the city and the members of art and cultural community, thus the lack of understanding the need of a win-win cooperation between the participants. Difficulties in finding employment in the field of arts and culture.
Success factors:
<ul style="list-style-type: none"> • committed supporting community related to the field of arts and culture

Academy for Social Entrepreneurship (BG)

The purposes of the program are to select 60 young social entrepreneurs per year based on their idea to support them through mentorship and structured training, networking and promotion to launch a sustainable business, and to help address acute societal issues like youth unemployment, internet security for kids, integration of minorities, etc.



By selecting 60 candidates and recruiting 40 mentors altogether, they develop 5 local training case studies and implement them in the training, followed by ongoing mentoring.

Problems before implementation:

Although entrepreneurship is fast developing in Sofia, **social entrepreneurship is still a relatively new, unpopular and unclear concept** therefore less likely choice for the young people's career path. In addition, unlike start-ups, **social enterprises have very limited access to funding and raise suspicion** in the process of market entry and commercialization.

Success factors:

- involvement of interdisciplinary teams of mentors
- involvement of a television

5. CONCLUSIONS and SUMMARY

When we try to create supportive initiatives, targeting the members of young generation, we have to overthink what kind of technicalities and logic we should choose during the process. There are several approaches existing, but we should avoid choosing only one of them. The criteria of segmentation can be age, social status, financial status, field of interest, etc. We do our best if the group of action plans serves every demand and necessity of all segments.

If we examine the good practises of the seven partners, participating in NewGenerationSkills project from this point of view, we can draw the following conclusions.

1. Despite the program aims to help the 15-29-year-old ones, 90 percent of the presented Good Practises targets as the youngest age group the 18-year-old youngsters. It seems that only the topic of competence development (10 percent remaining) deals with grammar school students (15-18-year-old youngsters). This fact clashes with the international tendency, according to which we should start developing necessary attitude, skills and personality (altogether competences) even in kindergarten, but not later than in primary school. Since the action plans, created within the NGS project, target the members of 15+ age group in general, **we should give more heed to involving the 15-18-year-old youngsters in our programs.**
2. The NGS project definitely does not push entrepreneurial path of life as the best form of youth-care initiatives. In spite of this fact, most of the introduced Good Practises are connected to entrepreneurs-to-be, or even actively flourishing businessmen. There are many researches presenting that although the extent of entrepreneurial willingness has been increasing for the past few years, the number of the youngsters looking for a job after finishing grammar school or higher education is much bigger even today. We welcome that there are many initiatives, supporting choice of profession and career building among the presented Good Practises, but we feel sorry for their ratio being so insignificant compared to the programmes dealing with entrepreneurship. In our opinion **the programs supporting finding a job on one hand lack the creating and supporting of a culture that instead of preferring higher education, admit intermediate degree as a possible and valuable way of career.** On the other hand, we

should build on the specialities of young generation and **urge the spread of informal education, so that students could get the necessary skills and knowledge faster, practically, and in a more effective way.**

3. Even though this topic is related to the above written thoughts, we decided to separate it for being very important and unique. Most of the Good Practises suppose the motivation, initiative and proactivity of the youngsters, involved in the different programs. This approach can more or less be understood as the effectiveness of a project depends on the activity and the internal motivation of participants at the beginning. However, we mustn't forget the fact that **a lot of different factors can be in the background of an apparent demotivation, and the abolition or treatment of these factors can transform demotivation into motivation.** These factors can be for example the lack of supportive parental background (e.g. first-generational intellectual), the lack of financial conditions (e.g. no money for financing studies or the founding of a new business), psychical deviancies (e.g. self-assessment problems or lack of self-confidence), and cultural specialities (e.g. the appreciation of physical work or some intergenerational job in the family).

On the whole we advise the partners to focus on the Good Practises presented in the first and third group of GPs while transforming or developing existing action plans, or creating new ones. Thus, we should put emphasis on the competence development of youngsters (including the development of personality and attitude), and the question of choice of profession and career. Knowing the specialities of the different regions, the initiatives taking these conditions would be able to cover the needs of the whole 15-29-year-old age group. The examination of supporting and hindering conditions in Chapter 2. and 3. gives a hand to this task.