

Annex 1 – Good practices

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TF3 - Good Practice 1 – Brandenburg - Comeback Elbe-Elster

General information	
Title of the practice	Welcome Agency "Comeback Elbe-Elster" / Willkommensagentur „Comeback Elbe-Elster“
Does this practice come from an Interreg Europe Project	Yes

In case 'yes' is selected, the following sections appear:

Please select the project acronym	iEER	
Specific objective	SME competitiveness	
Main institution involved	Willkommensagentur „Comeback Elbe-Elster“	
Location of the practice	Country	Brandenburg
	NUTS 1	BRANDENBURG
	NUTS 2	Brandenburg
	NUTS 3	Elbe-Elster

Detailed description	
Detailed information on the practice	<p>Started as a private initiative because of private plans to come back to the home region. For this purpose, the agency is working as a communicator in the region and helps individuals over consulting and networks in organising their ne-old lives in the region. Already 30 returnees are active members in the network.</p> <p>The welcome agency is responsible for the following aspects:</p> <p>Main themes: demographical change, establishing a culture of welcome, changing the image of the region, (not main focus but happening: providing professionals in the region)</p> <p>Target groups: Returnees, commuters and job changer that want to come back in their old region and live, work and stay.</p> <p>Problem addressed: Coming back and having no home, no job or no network in the region. No welcoming culture. High rate of out-migration and low rate of immigration in outlying areas</p> <p>Main stakeholder: city councils, municipalities, working agency, chamber of industry and commerce, housing companies, society, associations, region/ country of Brandenburg</p> <p>Within all returnees are also entrepreneurs that also get support at the agency – for example with the Cowering space and the native shop where they can rent office space or shop space for their self-made products.</p> <p>The main offers: Welcome Agency, Co-working "Pop-up-store", native shop</p>
Resources needed	50.000€ per year for HR, rent, promotion and activities of the agency Before 2016 no funding, the agency worked on a voluntary basis

Timescale (start/end date)	2012 - ongoing
Evidence of success (results achieved)	30 members in the network A new network for entrepreneurs was established: "Neopreneur" The practice shows the main difficulties outlying areas do have because of an elderly population and the hard work of enlightenment in the case of being innovative and trying new things. Traditional ways and modern impressions are combined and fostered in this initiative.
Difficulties encountered/ lessons learned	Finance Not enough offers for entrepreneurs in the area – the ones that are organised are still too far away No updated consulting for entrepreneurs in the region – traditional companies vs. start-ups
Potential for learning or transfer	The initiative shows a great way for establishing a first contact point for different targets. It combines the needs of intrapreneurs and entrepreneurs and shows a way for implementing a one-shop-agency within a network. The concept can easily be transferred in regions where nothing is nearby and especially no universities or other institutions take care about the companies and entrepreneurs in the region.
Further information	http://www.comeback-ee.de/
Contact details [Technical: the contact details will be visible only to "Policy Learning Platforms registered members"]	
Name	Stefanie Auras
Organisation	Comeback Elbe-Elster
Email	stephanieauras@gmx.de
Expert opinion	<i>Demonstrates an innovative new network called Neopreneurs. 30 Members. Combining traditional methods with modern outlooks. Successful 'Co-working'. Issues: Supporting the integration of the returnees. Finance, traditional approaches and reluctance to embrace change. Not enough entrepreneurial opportunities provided in the area itself. The concept of marketing region to diaspora works well in many regions around Europe</i>

iEER additional questions to be answered:

Is this best practice supported by EU structural funds? If not, how can it be relevant for the structural funding authority?	Yes but not all of it.
Is there any cost to participants in engaging with this good practice?	Yes, for rent in the Co-working and rent for space in the shop for selling products
How are participants/users selected for this best practice? Please outline any criteria that is required.	No special selection. The target groups are returnees, commuters and job changer that want to come back in their old region and live, work and stay.
Please outline how this good practice is marketed in your region and how it reaches the end-user (please include links if	www.comeback-ee.de https://de-de.facebook.com/ComebackElbeElster www.mein-heimatladen.com https://www.facebook.com/meinheimatladen/

available)	word-of-mouth recommendations Newspaper: Lausitzer Rundschau
What is new and/or innovative about this good practice?	Combination of the different themes: coming back to the region, living, working, staying and starting up
How has this good practice boosted young entrepreneurship and supported business creation in your region?	Co-working and the established network "Neopreneurs" – they are also working together with other agencies boosting the theme of entrepreneurship
Can you please outline "what not to do or things to avoid" in relation to this good practice from experience and learning in providing this good practice in your region?	Having a good and precise concept before starting Having too much euphoria in starting with this theme – especially inhabitants with traditional views are hard to convince Use a bottom-up process instead of a top-down

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TF3 - Good Practice 2 – Brandenburg - Gründerwerkstatt young companies’ start-up incubator

General information	
Title of the practice	Gründerwerkstatt Young Companies (location Letschin / Webinars)
Does this practice come from an Interreg Europe Project	No

In case ‘yes’ is selected, the following sections appear:

Please select the project acronym	
Specific objective	SME competitiveness
Main institution involved	STIC Wirtschaftsfördergesellschaft MOL mbH (Economic Promotion for East Brandenburg), Ministry of Labour, Social Affairs, Health, Women and Family Brandenburg, Ministry for economy and energy, ESF, Land Brandenburg
Location of the practice	Country <i>GERMANY (DE)</i>
	NUTS 1 <i>BRANDENBURG (DE4)</i>
	NUTS 2 <i>Brandenburg (DE40)</i>
	NUTS 3 <i>Märkisch-Oderland (DE409)</i>

Detailed description	
Detailed information on the practice	<p><i>[1500 characters] Please provide information on the practice itself. In particular:</i></p> <ul style="list-style-type: none"> - <i>What is the problem addressed and the context which triggered the introduction of the practice?</i> - <i>How does the practice reach its objectives and how it is implemented?</i> - <i>Who are the main stakeholders and beneficiaries of the practice?</i> <p>“Gründerwerkstatt young companies” is a <i>start-up incubator for young people</i> (age: 18 – 30 years old) focused on reducing the unemployment among young people and the migration from the rural region towards urban areas in order to maintain a good workforce in the region.</p> <p>It is supporting the business start-up process and covers the rural region where there is a high need for such support but less mobility of people living there, compared to dense urban areas.</p> <p>The practice offers courses, assistance and essential technical equipment free of charge, such as a working space with computers, printer and telephone.</p> <p>Public authorities like the unemployment agency, job centre, public offices, chambers and the city hall are involved in the support system targeting young people threatened by unemployment.</p> <p>Stakeholders are mainly “young companies”, the ESF and MASGF Land Brandenburg (Ministry of Labour, Social Affairs, Health, Women and Family), chambers, unemployment agencies, job centres.</p> <p>Support from the initial idea to an own company, getting ready for founding, securing one’s livelihood and how to be your own boss. Mainly through consultation and support / monitoring. Using external consultants and workshops, seminars (also specific ones regarding taxation and law). Only an idea is necessary to have a close long-term support for all matters possible.</p>

<p>Resources needed</p>	<p><i>[300 characters] Please specify the amount of funding/financial resources used and/or the human resources required to set up and to run the practice.</i></p> <p>Human resources: 5 employees on a part-time basis - one project manager “young companies” and 4 location managers (1 per location)- a pool of approx. 15 independent consultants</p> <p>Financial: funding from Land Brandenburg and EU is up to 10.000 Euros per founder throughout the whole process. The money is not paid directly to the founder but comes in form of coaching and seminars.</p>
<p>Timescale (start/end date)</p>	<p>2005 – 2020 (perhaps ongoing)</p>
<p>Evidence of success (results achieved)</p>	<p><i>[500 characters] Why is this practice considered as good? Please provide factual evidence that demonstrates its success or failure (e.g. measurable outputs/results).</i></p> <ul style="list-style-type: none"> • 1112 participants over all locations • 622 start-up foundations • 76% are still on the market a year after start showing recruitment, apprenticeships and growth • Webinars (currently in first run) for less mobile people are in high demand
<p>Difficulties encountered/ lessons learned</p>	<p><i>[300 characters] Please specify any difficulties encountered/lessons learned during the implementation of the practice.</i></p> <p>Founders need grants, as soon as these are not available due to political changes less people dare to start a business.</p> <p>The labour market situation is crucial to young entrepreneurs, it can promote start-ups due to distress/ necessity and makes a difference in the number of participants.</p> <p>Difficult to get to the people only through public offices, awareness and attention needs to be drawn to the practice. The fact that it is free is widely unknown.</p>
<p>Potential for learning or transfer</p>	<p>Success factors are the work with like-minded people with different concepts to promote brainstorming activities and exchange as well as networking.</p> <p>Keeping the participant numbers high is very important to meet the quotas for foundations.</p> <p>An open dialogue and honesty has to be provided throughout the consulting period and long-term.</p> <p>Critical assessment of problems or core issues is needed in order for consulting to work and not simply dropping the participant when a first issue arises. Giving the participant a starting point or different approaches and homework to do research in solving the issue.</p> <p>Quality control of the process itself and all external consultants. They have to have experience in the field and their references have to be checked upon a catalogue of criteria (scorecard).</p> <p>Using fairs to get more attention to the practice is useful as well as testimonials / entrepreneur portraits to advertise for and represent the practice.</p>
<p>Further information</p>	<p>http://www.young-companies.de/</p>
<p>Contact details <i>[Technical: the contact details will be visible only to “Policy Learning Platforms registered members”]</i></p>	
<p>Name</p>	<p>Björn Baugatz</p>
<p>Organisation</p>	<p>Gründerwerkstatt young companies</p>
<p>Email</p>	<p>b.baugatz@young-companies.de</p>
<p>Expert opinion</p>	<p>Project boasts some impressive achievements with 1112 participants overall. 622 startup companies of which 76% are still in business displaying growth, increased recruitment and developing apprenticeships. Some of the issues encountered include the fact that services offered are not widely known despite some of them being made available for free! Grant funding for startups is essential but can be liable to short term political changes. System and level of take up sensitive to labour market fluctuations.</p>

TF3 - Good Practice 3 – Republic of Ireland - Kerry Month of Enterprise

General information	
Title of the practice	Kerry Month of Enterprise
Does this practice come from an Interreg Europe Project	No

In case 'yes' is selected, the following sections appear:

Please select the project acronym	iEER	
Specific objective	SME competitiveness	
Main institution involved	<i>Institute of Technology Tralee</i>	
Location of the practice	Country	<i>Ireland</i>
	NUTS 1	<i>Éire / Ireland IE0</i>
	NUTS 2	<i>Southern and Eastern NUTS-II Region IE02</i>
	NUTS 3	<i>South-West Region, Ireland IE025</i>

Detailed description	
Detailed information on the practice	<p>[1500 characters] Please provide information on the practice itself. In particular:</p> <ul style="list-style-type: none"> What is the problem addressed and the context which triggered the introduction of the practice? <p>The problem addressed in bringing together the various stakeholders who work with enterprises and entrepreneurs together. The Kerry Month of Enterprise is a string showcase of how the various regional actors work together to promote, support and drive entrepreneurship in the region.</p> How does the practice reach its objectives and how it is implemented? <p>Kerry Month of Enterprise is implemented through a steering group made up of the various stakeholders in the region. The IT Tralee act as coordinators of the initiative and are responsible for putting the programme together as well as marketing it through the various channels.</p> Who are the main stakeholders and beneficiaries of the practice? <p>The main beneficiaries are potential and existing entrepreneurs in the region. The main stakeholders are: Kerry County Council, Kerry Local Enterprise Office, Kerry Business Women's Network, IT Tralee, Enterprise Ireland, North & East Kerry Development; South Kerry Development Partnership, IRD Duhallow, IDA Ireland and Udarás na Gaeltacht.</p>
Resources needed	<p>Person benefit in kind form all participating agencies and partners</p> <p>Regional branding</p>

	Dedicated website
Timescale (start/end date)	One calendar one – normally March
Evidence of success (results achieved)	Over 50 start – ups in 4 years 75 online innovation vouchers Funding in excess of €1m or young entrepreneurs Research Funding of €4m Growth in attendance from 800 to 2000 across the month of activities in 4 years
Difficulties encountered/ lessons learned	<i>Very little as the partners believe in the need and the power of collaboration in outlying regions.</i>
Potential for learning or transfer	<i>[1000 characters] Please explain why you consider this practice (or some aspects of this practice) as being potentially interesting for other regions to learn from. This can be done e.g. through information on key success factors for a transfer or on, factors that can hamper a transfer. Information on transfer(s) that already took place can also be provided (if possible, specify the country, the region – NUTS 2 – and organisation to which the practice was transferred)</i> <i>[Technical: A good practice be edited throughout a project life time (e.g. to add information on the transfers that have occurred)]</i> Other regions may be interested in how different agencies can work together to promote their various offerings in a dedicated calendar month. Kerry Month of Enterprise raises the awareness of the different supports that are available to not only starts up but to existing businesses. Kerry Month of Enterprise grows each year as new programmes are added and more offerings through more agencies.
Further information	http://ceed.ie/wp-content/uploads/2017/02/Enterprise-Month-Brochure-2017.pdf
Contact details <i>[Technical: the contact details will be visible only to “Policy Learning Platforms registered members”]</i>	
Name	Breda O’ Dwyer
Organisation	Institute of Technology, Tralee
Email	Breda.odwyer@staff.ittralee.ie
Expert opinion	<i>As a successful marketing and branding exercise. Provides a platform of research for entrepreneurs. Really strong entrepreneurial month. This year each of the main strands took a week HEI, Local enterprise. Interest shown from other regions. Expectations and momentum has been built up over four years.</i>

iEER additional questions to be answered:

<p>Is this best practice supported by EU structural funds? If not, how can it be relevant for the structural funding authority?</p>	<p><i>Not directly but it does incorporate projects, agencies and people who are funded through structural funds.</i></p>
<p>Is there any cost to participants in engaging with this good practice?</p>	<p>Most of the events are run free of charge to the participant. Some events have individual charges such as the Centillion conference.</p>
<p>How are participants/users selected for this best practice? Please outline any criteria that is required.</p>	<p>Each agency who are running an event during enterprise month target and select the appropriate participants for each event.</p>
<p>Please outline how this good practice is marketed in your region and how it reaches the end-user (please include links if available)</p>	<p>Month of Enterprise if marketed through traditional and digital media channels such as Radio Kerry, The Kerryman newspaper (who also distributes the full programme brochure) and also through the various different agencies websites and social media channels.</p>
<p>What is new and/or innovative about this good practice?</p>	<p>It is innovative that all enterprise and entrepreneurial agencies come together to put on a full programme of events for a month in the region. Every sector of the region from primary school children to specific industry sectors are invited to engage and take part in the various events.</p>
<p>How has this good practice boosted young entrepreneurship and supported business creation in your region?</p>	<p>Kerry Month of Enterprise puts a spotlight on entrepreneurial activities in the region. Young entrepreneurs are encouraged to engaged in the events based on the themes of start-up, globalisation of their business, building an existing business, businesses in the specific industry focused events for example for the retail or food sector, networking social events and education events.</p>
<p>Can you please outline “what not to do or things to avoid” in relation to this good practice from experience and learning in providing this good practice in your region?</p>	<p>Take small steps Plan well in advance Go the extra mile for the young entrepreneurs Learn from international models of best practice Avoid myopic vision</p>

Good Practice user testimonial (Optional)

Please help us to build user cases and get a better understanding of how this best practice works by providing a case study in your region of a young entrepreneur who has engaged with this good practice and is happy to share their story.

Young Entrepreneur (YE)# Name	Derek O Sullivan
Business name	CRUA
Website link	www.cruaoutdoors.com
What sector is this young entrepreneur working in	Outdoor tough, durable outdoor tents
What problem was the YE trying to solve?	Access to know how and funding to set up a business
Where did they hear about the good practice?	Networking morning at Kerry Month of Enterprise
Was there a cost to the YE?	NO
Why did the YE decided to engage with this good practice?	To meet successful entrepreneurs and to see what options available to set up a business
What benefits did they get from engaging in the good practice?	Access to credible and successful mentors
What does the YE feel are the strengths of the good practice?	The open-door policy to help a business get started and scale
What recommendations do they have for improving the good practice?	More frequent sector specific mentoring activities
Is this young entrepreneur happy to have their case study published either in the iEER handbook and/or online in a website?	Yes
Does the YE consent to the TF leader contacting them for more information (If so please include their email address)	Yes

#iEER defines young entrepreneurs between age 18 to 45 who are at the early stage of starting business or young firms no older than 5 years.

TF3 - Good Practice 4 – Republic of Ireland – County Kerry Students Enterprise Programme

General information	
Title of the practice	Students Enterprise Programme
Does this practice come from an Interreg Europe Project	No

In case 'yes' is selected, the following sections appear:

Please select the project acronym	iEER	
Specific objective	SME competitiveness	
Main institution involved	Local Enterprise Office	
Location of the practice	Country	Ireland
	NUTS 1	Éire / Ireland IE0
	NUTS 2	Southern and Eastern NUTS-II Region IE02
	NUTS 3	South East Region IE025

Detailed description	
Detailed information on the practice	<p>[1500 characters] Please provide information on the practice itself. In particular:</p> <p>The Student Enterprise Programme is a national initiative organised by the Local Enterprise Offices, which aims to foster an enterprise culture among second level students in Ireland. It offers students the opportunity to take a business from the idea stage, through market research to production, selling, record keeping, management and finally, to writing a comprehensive report on the activity.</p> <p>The Student Enterprise Programme enables students to:</p> <ul style="list-style-type: none"> • Build an entrepreneurial mindset. • Learn valuable lessons from the experience of working in a team. Apply learning in a practical way. • Explore possible career paths for your future. • Consider becoming an entrepreneur in the future. • Enhance your creativity. • Improve your communication skills. <p>There are Three Categories in the Programme:</p> <p>Senior Category: Transition Year, 4th Year, 5th Year, 6th Year &</p> <p>Youth reach Students (each youth reach student must not be older than 18 years old on the day of the National Final in order to qualify for entry). Intermediate Category: 2nd Year & 3rd Year Students</p> <p>Junior Category: 1st Year Students</p>
Resources needed	National level programme in which Local Enterprise Companies work with local schools to promote take up.

Timescale (start/end date)	Running 12 years +
Evidence of success (results achieved)	Over the 10+ years the Local Enterprise Offices have run this competition we have seen some remarkable success stories with high levels of innovation, ingenuity and clever sales pitches. What is really striking is how confident young people are in presenting their final proposals with many teachers remarking that students often develop self-confidence as they work their way through the different stages of their business. This is particularly true when students are taken out of their normal school environment to deal with external stakeholders who can help them progress their business idea.
Difficulties encountered/ lessons learned	
Potential for learning or transfer	<p><i>[1000 characters] Please explain why you consider this practice (or some aspects of this practice) as being potentially interesting for other regions to learn from. This can be done e.g. through information on key success factors for a transfer or on, factors that can hamper a transfer. Information on transfer(s) that already took place can also be provided (if possible, specify the country, the region – NUTS 2 – and organisation to which the practice was transferred)</i></p> <p><i>[Technical: A good practice be edited throughout a project life time (e.g. to add information on the transfers that have occurred)]</i></p>
Further information	http://www.studententerprise.ie/
Contact details <i>[Technical: the contact details will be visible only to "Policy Learning Platforms registered members"]</i>	
Name	Thomas Hayes
Organisation	Local Enterprise Office, Kerry County Council, Kerry
Email	thayes@kerrycoco.ie
Expert opinion	Fostering enterprise culture among second level students by taking a business idea through conceptualization, market research, production, sales, record keeping and management. The final stage is a comprehensive report.

iEER additional questions to be answered:

<p>Is this best practice supported by EU structural funds? If not, how can it be relevant for the structural funding authority?</p>	
<p>Is there any cost to participants in engaging with this good practice?</p>	
<p>How are participants/users selected for this best practice? Please outline any criteria that is required.</p>	
<p>Please outline how this good practice is marketed in your region and how it reaches the end-user (please include links if available)</p>	
<p>What is new and/or innovative about this good practice?</p>	
<p>How has this good practice boosted young entrepreneurship and supported business creation in your region?</p>	
<p>Can you please outline “what not to do or things to avoid” in relation to this good practice from experience and learning in providing this good practice in your region?</p>	

TF3 - Good Practice 5– Republic of Ireland – County Kerry Back to Work Enterprise Allowance (BTWEA) national scheme

General information	
Title of the practice	Back to Work Enterprise Allowance (BTWEA) scheme
Does this practice come from an Interreg Europe Project	No

In case 'yes' is selected, the following sections appear:

Please select the project acronym	iEER	
Specific objective	SME competitiveness	
Main institution involved	[Technical: The name of the institution and location of the practice are per default those of the practice author. They remain editable.]	
Location of the practice	Country	Éire / Ireland IE0
	NUTS 1	Southern and Eastern NUTS-II Region IE02
	NUTS 2	South East Region IE025
	NUTS 3	South-West Region, Ireland IE025

Detailed description	
Detailed information on the practice	<p>What is the problem addressed and the context which triggered the introduction of the practice?</p> <p>The Back to Work Enterprise Allowance (BTWEA) scheme encourages people getting certain social welfare payments to become self-employed. If you take part in the Back to Work Enterprise Allowance scheme you can keep a percentage of your social welfare payment for up to 2 years.</p> <p>How does the practice reach its objectives and how it is implemented?</p> <p>You can qualify for a Back to Work Enterprise Allowance (BTWEA) if you are:</p> <ol style="list-style-type: none"> 1. Setting up as self-employed in a business that has been approved in advance in writing by a DSP case officer or Local Development Company (LDC) (see 'How to apply' below) <p style="text-align: center;"><i>and</i></p> <ol style="list-style-type: none"> 2. Getting Jobseeker's Allowance or Jobseeker's Benefit (with an underlying entitlement to Jobseeker's Allowance)* for at least 9 months or a qualified payment for at least 12 months <p>In addition to income support (your weekly payment), you can also get financial support with the costs of setting up your business. These supports are provided under a scheme called the Enterprise Support Grant (ESG). (The ESG replaced the Technical Assistance and Training Scheme (TATS) from 16 April 2014.)</p> <p>You can only get the ESG if you have been approved for the Back to Work Enterprise Allowance. The business plan you submit as part of your application for the scheme must set out the rationale and requirement for financial support. The ESG can pay a total of €2,500 in any 24-month period (The ESG is paid to people getting the Short-Term Enterprise Allowance on a pro-rata basis). You must be able to make a matching contribution of at least 20% to access grant support. You need to provide documentary evidence of the costs (quotations from at least 2 suppliers or, if a single supplier, the</p>

	<p>reasons for choosing a single supplier).</p> <p>Who are the main stakeholders and beneficiaries of the practice?</p> <p>The main beneficiaries are people who are on social welfare payments who wish to become self-employed.</p> <p>The main stakeholders are the Department of Social Welfare and the Local Development Companies.</p>
<p>Resources needed</p>	<p>To implement this scheme Government support is required in terms of funding & personnel. Funding to pay the participants their social security/welfare benefits over a two-year period whilst they participate in the scheme and establish their own business. Personnel resources are required to administer the scheme and provide supports to participating on the scheme such as start your own business courses, mentoring, training and small-scale capital grant funding. In South Kerry, the scheme is implemented by the Dept. of Social Protection with South Kerry Development Partnership (A Local/Rural Development Company). The DSP case officers assess the applicant's technical eligibility and if they qualify for the scheme – enterprise officers from South Kerry Development Partnership support the applicant to complete the application process, prepare their business plan and assist in compiling the supporting documentation. South Kerry Development Partnership also provides a suite of supports to support the applicant over the course of their self-employment journey. These supports include general advice & guidance from the Enterprise officers, mentoring, the provision of start your own business training courses to enhance the applicant's skills & capacity & small-scale capital funding to purchase equipment required. These supports complement the supports provided by the Dept. of Social Protection and are offered on a seamless basis to the applicant.</p>
<p>Timescale (start/end date)</p>	<p>This scheme allows participants to retain a part of the social welfare payment for up to two years</p>
<p>Evidence of success (results achieved)</p>	<p>[500 characters] Why is this practice considered as good? Please provide factual evidence that demonstrates its success or failure (e.g. measurable outputs/results).</p> <p>Since early 2009, the Allowance is paid on a reducing scale over a two-year period i.e. 100% of a person's social welfare payment in year one and 75% in year two. In December 2016, there were approx. 11,400 participants on the BTWEA which is broadly similar to the previous 5 years. Expenditure on the Allowance in 2016 was €126.2m. A steering group, chaired by the Department of Social Protection (DSP), undertook a review of the BTWEA in 2016.</p> <p>Overall, the Review found that the scheme offers effective support for people who are long-term unemployed and who are interested in self-employment as a route to entering, or re-entering, the labour market and therefore should continue.</p> <p>The review found that:</p> <ul style="list-style-type: none"> • Sole traders or small employers (averaging 1-2 employees); • 91% of participants were on a jobseeker's payment prior to commencing their new business, with illness and one-parent family payments accounting for approx. 4% each. • 75% of participants are male & 25% are female. This compares with 59% and 41% on the Live Register; • The average age of participants at their time of commencement on the scheme is 39 years; • 33% of participants are aged 25-35 and 66% are aged over 35. This compares with 26% and 61% on the Live Register; • Almost 50% of participants have adult and/or child dependents, compared with 29% of the general Live Register population; • The average length of time a BTWEA participant has spent on the Live Register prior to going on the Allowance is 4 years; and • Based on Poral data for 2015 and 2016, the highest number of businesses commenced were in the construction sector. <p>In the Kerry Region, there was 390 participants in 2016 which represents a 9.3% of</p>

	the live register.
Difficulties encountered/ lessons learned	<p><i>[300 characters] Please specify any difficulties encountered/lessons learned during the implementation of the practice.</i></p> <p>The scheme/practice supports individuals over a two-year period. Participants on the scheme retain their full social welfare/security benefits for the first year and 75% in year 2. Previously the scheme operated over 4 years (100% Year 1, 75% Year 2, 50% Year 3 and 25% Year 4). Given the socio- economic backgrounds of the individuals the scheme supports, many have low levels of educational attainment, low self- esteem where they have been long term unemployed - the two-year time period for support is a relatively short timeframe to facilitate these individuals establish viable enterprises. On-going sustained supports are vital to ensure the viability of the enterprises established and enterprises supported over a 4-year period as opposed to a two-year period have a greater likelihood of success. Measures to address skills deficits and develop participant's capacity are crucial and all applicants, before commencing on the scheme, must complete a 'Start you Own Business Course'</p>
Potential for learning or transfer	<p>The scheme has proven itself to be an effective mechanism of supporting individuals who are unemployed/long term unemployed to access self- employment opportunities. The fact that participants retain their social security/welfare benefits for a two-year period whilst pursuing their enterprise goals provides a significant encouragement to those who are unemployed to explore self- employment opportunities that they might otherwise not do. Many of the participants on the scheme, in feedback given of their experiences of the scheme to South Kerry Development Partnership, note the importance of the scheme in providing that 'safety net' or 'crutch' to them whilst they established their enterprise. They noted the additional incentive or confidence that this support provided them with that enabled them to take the risk and establish their businesses. Given that the scheme participants are coming from the ranks of the unemployed – they do not have the required financial resources to go it alone and establish a business and completely forego their social security/welfare entitlements. This scheme addresses that need and gap and in doing so provides an effective mechanism in supporting those who are unemployed/long term unemployed to access self-employment opportunities.</p> <p>Another innovative aspect of the scheme is the fact that whilst the funding is provided by Government – applicants are supported onto the scheme by Community Led Local Development Companies such as South Kerry Development Partnership – who work with applicants in the South Kerry region and provide a range of complementary & ancillary supports to scheme participants. Locally based experienced enterprise officers provide these 'on the ground' supports to applicants to initially enable applicants access the scheme and then to support scheme participants on their self-employment journey. The provision of these locally led community based supports have been an important contributor to the success of the scheme. Local Development Companies such as South Kerry Development Partnership work collaboratively with the local Government offices of the Dept. of Social Protection to deliver the scheme and this collaboration facilitates and enables the delivery of a seamless and integrated suite of supports to scheme participants.</p>
Further information	http://www.welfare.ie/en/Pages/Enterprise-Allowance-Self-Employed.aspx
Contact details [Technical: the contact details will be visible only to "Policy Learning Platforms registered members"]	
Name	Noel Spillane
Organisation	SKDP
Email	info@skdp.net

<p>Expert opinion</p>	<p>Encourages certain recipients of welfare payments to become self-employed while keeping a percentage of their benefits. Help is also available with set up costs. Achievements include 10% of the registered unemployed in Kerry taking part. Most of the startups in Ireland as a whole are in the construction sector. Some of the issues that have arisen in Kerry with the scheme include the fact that that the scheme worked better over the four-year period as opposed to the two years now available. A certain amount of training is needed to counter low educational attainment and low self-esteem among the long term unemployed.</p>
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DRAFT

iEER additional questions to be answered:

<p>Is this best practice supported by EU structural funds? If not, how can it be relevant for the structural funding authority?</p>	<p>The European Commission is providing co-funding to this scheme for participants under 25 years. The scheme is being backed jointly by the Youth Employment Initiative (YEI), the European Social Fund (ESF) and the Department of Social Protection on an equal funding basis.</p>
<p>Is there any cost to participants in engaging with this good practice?</p>	<p>No</p>
<p>How are participants/users selected for this best practice? Please outline any criteria that is required.</p>	<p>To apply for the Back to Work Enterprise Allowance, applicants must complete the application form BTW 2.</p> <p>If the applicant lives in an area covered by a Local Development Company (LDC) (sometimes known as local partnership companies) they should return form BTW 2 to the Enterprise Officer in the LDC. If they do not live in a LDC Area, they should return form BTW 2 to the Case Officer in your Interop centre or social welfare local office.</p> <p>The Enterprise Officer or Case Officer will look at the business proposal and may discuss certain aspects of it with the applicant. Applicants must not take up self-employment until you have received written approval from the LDC or Department of Social Protection.</p> <p>If accepted on to the Back to Work Enterprise Allowance, applicants must register as self-employed with the Revenue Commissioners.</p>
<p>Please outline how this good practice is marketed in your region and how it reaches the end-user (please include links if available)</p>	
<p>What is new and/or innovative about this good practice?</p>	
<p>How has this good practice boosted young entrepreneurship and supported business creation in your region?</p>	
<p>Can you please outline “what not to do or things to avoid” in relation to this good practice from experience and learning in providing this good practice in your region?</p>	

TF3 - Good Practice 6 – South Denmark “Fremtidsfabrikken” (Factory of the Future)

General information	
Title of the practice	“Fremtidsfabrikken” (Factory of the Future)
Does this practice come from an Interreg Europe Project	No

In case ‘yes’ is selected, the following sections appear:

Please select the project acronym	
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Specific objective	SME competitiveness and entrepreneurship	
Main institution involved	[Technical: The name of the institution and location of the practice are per default those of the practice author. They remain editable.]	
Location of the practice	Country	Denmark
	NUTS 1	Please fill in
	NUTS 2	Region of Southern Denmark
	NUTS 3	Please fill in

Detailed description	
Detailed information on the practice	<p>[1500 characters] Please provide information on the practice itself. In particular:</p> <ul style="list-style-type: none"> - What is the problem addressed and the context which triggered the introduction of the practice? - How does the practice reach its objectives and how it is implemented? - Who are the main stakeholders and beneficiaries of the practice? <p>Southern Funen is an outlying area with low growth and limited access to knowledge, advice and relevant collaboration partners. The project aims at improving the growth conditions of creative entrepreneurs on Southern Funen, and as a consequence attracting creative entrepreneurs from other geographical areas of the country.</p> <p>The objectives are reached through courses and coaching for selected entrepreneurs, improving their skills and changing mindset. In addition, the project provides offers and facilitates network activities, mentoring and courses for municipal administration and business advisers.</p> <p>The project is managed and coordinated by the local incubator “Fremtidsfabrikken and the main beneficiaries are the entrepreneurs in the 4 municipalities of Southern Funen, but also the municipal administration and business advisers benefit from the activities. The main stakeholders are the mentioned beneficiaries and the city government of the 4 municipalities. Course instructors and coaches come from private firms and are selected in tenders.</p>
Resources needed	<p>[300 characters] Please specify the amount of funding/financial resources used and/or the human resources required to set up and to run the practice.</p> <p>The total budget of the project, including supplementary grants, were 3.4 mio. Euro. The main budget item is expenditures on teachers and advisers. Another important budget item is project management. Registered time spent by entrepreneurs in the project counts as co-financing.</p>

Timescale (start/end date)	<p>March 2013 – January 2015</p> <p>A new project, involving also other geographical areas of the region of Southern Denmark was started at the end of 2015 and is still ongoing.</p>
Evidence of success (results achieved)	<p>[500 characters] Why is this practice considered as good? Please provide factual evidence that demonstrates its success or failure (e.g. measurable outputs/results).</p> <p>The project has been evaluated by an external company measuring both qualitative and quantitative outputs and effects based on interviews and questionnaires. 36 % of the respondents declare that the project will improve their growth potential, 46 % that it already has. The success of the project can to some extent be explained by the communication method in recruiting participants and by the efforts to improve framework conditions and the commitment of local government.</p>
Difficulties encountered/ lessons learned	<p>[300 characters] Please specify any difficulties encountered/lessons learned during the implementation of the practice.</p> <p>Local entrepreneurs are motivated more by creative development and less by growth ambitions. Another challenge is that municipalities compete and have focus on their "own" companies. Both barriers have to be handled in the communication strategy. Teachers need hands-on experience themselves and differentiated courses are needed.</p>
Potential for learning or transfer	<p>[1000 characters] Please explain why you consider this practice (or some aspects of this practice) as being potentially interesting for other regions to learn from. This can be done e.g. through information on key success factors for a transfer or on, factors that can hamper a transfer. Information on transfer(s) that already took place can also be provided (if possible, specify the country, the region – NUTS 2 – and organisation to which the practice was transferred)</p> <p>[Technical: A good practice be edited throughout a project life time (e.g. to add information on the transfers that have occurred)]</p> <p>The project could be interesting for other regions with similar challenges and the following practices and lessons learned could be relevant transferring:</p> <ul style="list-style-type: none"> - The recruitment method for creative entrepreneurs with less focus on economic growth - The communication to municipalities emphasizing the positive effects in each municipality - Teachers should have hands-on experience as entrepreneurs themselves. - Differentiation of courses and possibly other offers are needed both in relation to skills and ambition level. <p>Transfer of the project experience has also taken place to a large degree in Denmark, and the project management has given presentations in different geographical areas of Denmark.</p>
Further information	<p>Link to where further information on the good practice can be found</p> <p>http://www.fremtidsfabrikken.com/</p>
Contact details [Technical: the contact details will be visible only to "Policy Learning Platforms registered members"]	
Name	Mikael Tend
Organisation	Region of Southern Denmark
Email	mgt@rsyd.dk
Expert opinion	<p>Scheme is focused on changing mindsets in the rural outlying area. Networking activities and mentoring are also intended to encourage both local entrepreneurs and those coming from outside. Overall the scheme has led to 46% of participants claiming that the scheme has improved their growth potential. Successful communications and recruitment allied to the commitment of local government. Lessons learnt included local entrepreneurs being more motivated by creative development than by the ambition of growth. inter municipality collaboration important and it is key that the trainers have the necessary hands on business experience.</p>

iEER additional questions to be answered:

<p>Is this best practice supported by EU structural funds? If not, how can it be relevant for the structural funding authority?</p>	<p><i>Yes, the project has been co-financed by The EU Social Fond and a new project is co-financed as well.</i></p>
<p>Is there any cost to participants in engaging with this good practice?</p>	<p><i>Only the time used for courses, meetings etc.</i></p>
<p>How are participants/users selected for this best practice? Please outline any criteria that is required.</p>	<p><i>They are selected on the basis of a questionnaire and an interview focusing on the creative and economic potential, although the latter potential is not being communicated so strongly as the former to the candidate.</i></p>
<p>Please outline how this good practice is marketed in your region and how it reaches the end-user (please include links if available)</p>	<p><i>The good practice is mainly, but only in an indirect way, marketed by the project organization: http://www.fremtidsfabrikken.com/</i></p>
<p>What is new and/or innovative about this good practice?</p>	<p><i>The institutional set-up involving strong emphasis on the commitment of local government across municipalities and the communication and dialogue with the participating entrepreneurs taking account of their – very differentiated - ambitions and needs.</i></p>
<p>How has this good practice boosted young entrepreneurship and supported business creation in your region?</p>	<p><i>The project and the ongoing activities after this project support that more entrepreneurs start up in Southern Funen and that more entrepreneurs survive. A co-operation with other geographical areas of the region support that information about the good practice is disseminated within the region.</i></p>
<p>Can you please outline “what not to do or things to avoid” in relation to this good practice from experience and learning in providing this good practice in your region?</p>	<p><i>Please see former page under “Lessons learned”.</i></p>

TF3 Good Practice 7 - Valencia

Provincial Council of Castellón's provincial Plan for enhancing entrepreneurship initiatives: CEDES Centers

General information	
Title of the practice	<i>Provincial Council of Castellón's provincial Plan for enhancing entrepreneurship initiatives: CEDES Centers</i>
Does this practice come from an Interreg Europe Project	Yes

In case 'yes' is selected, the following sections appear:

Please select the project acronym	iEER	
Specific objective	SME competitiveness	
Main institution involved	<i>Provincial Council of Castellón – Centers for Economic and Social Dynamization (CEDES)</i>	
Location of the practice	Country	<i>Spain</i>
	NUTS 1	<i>ES5</i>
	NUTS 2	<i>ES52</i>
	NUTS 3	<i>ES522</i>

Detailed description	
Detailed information on the practice	<p>In the province of Castellón there is a great difference between the economic development of the coastal zone, where 80% of the population, industry and tourism are concentrated, and the interior area constituted by small municipalities with a mainly agricultural and livestock economy. This situation means that most of the resources are centered in the coastal area and an important problem of depopulation is occurring in the rural areas of the province.</p> <p>The network of 5 Centers for Economic and Social Dynamization (CEDES) of the Diputación de Castellón was born in 2010 with the mission of delivering resources and services that can not be provided directly by small town councils in the interior areas. They are located in the towns of Albocàsser, Morella, Segorbe, Vall d'Alba and Lucena. Its objective is to strengthen and coordinate current municipal programs, aiming at the creation of wealth and employment, as well as the cohesion and promotion of development opportunities in the interior areas.</p> <p>The Network is an initiative promoted and supported by the Provincial Council of Castellón, which has received funding from the European Regional Development Fund of the European Union (ERDF), for the construction and equipment of these centers. The services provided by the CEDES are included in the Provincial Strategy for the promotion of employment, entrepreneurship and economic promotion that provides support and training services to the groups involved in the economic development of the area: unemployed people, entrepreneurs and inland SMEs. The Provincial Strategy is a firm commitment for the economic dynamization of the rural areas of the province, whose objectives are to offer opportunities to those who need it most, to create wealth, to promote the economy of the interior, to coordinate support lines for entrepreneurs and to improve competitiveness of enterprises. The attention to young entrepreneurs is one of the main pillars, since contributing to the creation of companies in the rural areas supposes creation of employment and fixation of the population.</p>
Resources needed	The financing for 2017 of CEDES and the implementation of the Provincial Strategy for

	<p>the promotion of employment, entrepreneurship and economic promotion is 607,850 €.</p> <p>The centers have specialists in the areas of employment, entrepreneurship, equal opportunities and new technologies to implement the services offered.</p>
Timescale (start/end date)	<i>November 2010 – ongoing</i>
Difficulties encountered/ lessons learned	In the first years of the project we find it difficult to make known these new services to the inhabitants of rural areas who until now were forced to travel to the large municipalities of the coastal zone to request them. Thanks to the close collaboration with the city councils, the CEDES have become a reference for those people who need support to find a job, to create a company or to consolidate their businesses within the province.
Potential for learning or transfer	<p>This practice is totally transferable in relation to the services offered to the inhabitants of rural areas, since our actions and methodologies are collected and accredited by the ISO-9001 quality system.</p> <p>The integrative approach of the Provincial Strategy is another factor of success since it consists of three Plans aimed at specific target audiences: unemployed people, entrepreneurs and SMEs. We start from the service to unemployed people, where we work to detect those users who have business concerns, in order to offer them specific services and help them in all stages of development and start-up of their company. Finally, once the company is established there is access to a battery of services to consolidate the business. In this way, we seek to detect all the entrepreneurial initiatives of the territory to contribute to its economic development.</p>
Further information	<i>http://peconomica.dipc.es/</i>
Contact details [<i>Technical: the contact details will be visible only to "Policy Learning Platforms registered members"</i>]	
Name	<i>Carmen Vilanova Menero</i>
Organisation	<i>Head of Service of Economic Promotion, International Relationships and Ceramic Promotion Provincial Council of Castellón</i>
Email	<i>cvilanova@dipc.es</i>
Expert opinion	<i>The 5 CEDES centres, which have so far been set up so far across the rural outlying region, host specialists in employment, entrepreneurship, equal opportunities and new technologies to help young entrepreneurs, help people find jobs, create a company or consolidate their businesses. Important services in a largely rural agricultural economy with an ageing population. One of the challenges encountered has been making the services and their scope known to the local population.</i>

iEER additional questions to be answered:

<p>Is this best practice supported by EU structural funds? If not, how can it be relevant for the structural funding authority?</p>	<p>The construction and equipment of the CEDES Centers were financed by the European Regional Development Fund of the European Union (ERDF). After the first year of operation, the Provincial Council of Castellón assumed all the running costs.</p>
<p>Is there any cost to participants in engaging with this good practice?</p>	<p>All the services and training actions carried out in the CEDES Centers are totally free for citizens. The only service with cost is the use of the nurseries of companies (infrastructure) of the centers, but their price is much lower to market price.</p>
<p>How are participants/users selected for this best practice? Please outline any criteria that is required.</p>	<p>Each of our actions belongs to a plan that is aimed at a specific group (unemployed people, entrepreneurs or companies). In most cases, simply by stating that you belong to one of them is enough to participate.</p>
<p>Please outline how this good practice is marketed in your region and how it reaches the end-user (please include links if available)</p>	<p>The diffusion of our actions is carried out mainly through coordination with the different municipalities of the territory, that are the closest entity to citizens and those who know the needs and concerns of their inhabitants. We also work with other players in the territory such as associations, CEEI, Chamber of Commerce, University, etc. Users who have previously participated in any of our actions receive directly the information of new calls in their emails. Finally, our actions are published on the website of the Provincial Council of Castellón in the following link: http://peconomica.dipc.as/agenda/</p>
<p>What is new and/or innovative about this good practice?</p>	<p>The 5 CEDES centers, through their work in network and the supramunicipal allocation of the territory, manage to carry specialized services of support to the citizens and to create connections and synergies in all the interior zone of the province of Castellón, dynamising the economy and contributing to the fixation of population in the rural environment. Individualized services are provided in a very close way by establishing relationships of trust with users, in order to help them better to advance their projects. Finally, we focus on experiential learning methodologies and creating networks among our users.</p>
<p>How has this good practice boosted young entrepreneurship and supported business creation in your region?</p>	<p>Our services cover the support of the entrepreneur from the initial stages of the idea to the process of registering the business. In this way, we detect the entrepreneurs through motivational days and the promotion of entrepreneurship. We then help them to develop their idea through individualized training and mentoring, aimed at finding innovation in each project and focusing on the business model. On the other hand, we perform for free and by telematic means the formalities of the company creation, since we are constituted as Point of Attention to the Entrepreneur (PAE). Finally, the users with formalized company can be housed in the company nurseries (infrastructures) of the CEDES at a very reduced cost.</p>
<p>Can you please outline “what not to do or things to avoid” in relation to this good practice from experience and learning in providing this good practice in your region?</p>	<p>Each person arrives at the tutoring services with different degrees of maturation of their business idea, which is the reason why they cannot offer a homogeneous support to all users. The attention must be individualized and focused on the needs of each of the entrepreneurs to help them detect and overcome their weaknesses, while improving and enhancing the strengths of the project.</p>

Good Practice user testimonial (Optional)

Please help us to build user cases and get a better understanding of how this best practice works by providing a case study in your region of a young entrepreneur who has engaged with this good practice and is happy to share their story.

Young Entrepreneur (YE)# Name	Juan Vicente Ferreras, Alex Adell y Natalia Sales
Business name	La Juana
Website link	http://www.lajuanashop.com/
What sector is this young entrepreneur working in	Handicraft and marketing of design espadrilles
What problem was the YE trying to solve?	The three youngsters were anxious to revalue local produce while creating their own jobs. They investigated the process of craftsman's making of espadrilles by asking older people in the area, who taught them the art of esparto braiding and reinterpreted a very traditional product giving it a very modern look.
Where did they hear about the good practice?	The municipality of their town, La Salzadella, was the one who referred them to the CEDES Centers to guide them in the implementation of their business project.
Was there a cost to the YE?	The different services that they have received in the CEDES have been totally free.
Why did the YE decided to engage with this good practice?	They needed advice to make their idea come true, because none of the three have entrepreneurial skills.
What benefits did they get from engaging in the good practice?	They obtained tutorials for the development of the business idea, training for entrepreneurs and have participated in an acceleration program for companies.
What does the YE feel are the strengths of the good practice?	They consider the geographical proximity very important, since in order to receive similar services they should have travelled more than 60 km.
What recommendations do they have for improving the good practice?	They think that support for entrepreneurs can be improved, including financial support for the start-up of new businesses.
Is this young entrepreneur happy to have their case study published either in the iEER handbook and/or online in a website?	Yes
Does the YE consent to the TF leader contacting them for more information (If so please include their email address)	

#iEER defines young entrepreneurs between age 18 to 45 who are at the early stage of starting business or young firms no older than 5 years.

TF3 - Good Practice 8 – Northern Ireland Success Through Succession (STS)

General information	
Title of the practice	<i>Success Through Succession (STS)</i>
Does this practice come from an Interreg Europe Project	No

In case 'yes' is selected, the following sections appear:

Please select the project acronym	iEER	
Specific objective	SME competitiveness	
Main institution involved	University of Ulster	
Location of the practice https://en.wikipedia.org/wiki/File:NUTS_3_regions_of_Northern_Ireland_map.svg	Country	UK
	NUTS 1	UKN
	NUTS 2	UKN0
	NUTS 3	UKN03

Detailed description	
Detailed information on the practice	<p><i>[1500 characters] Please provide information on the practice itself. In particular:</i></p> <p><i>What is the problem addressed and the context which triggered the introduction of the practice?</i></p> <p><i>To establish regional succession planning hubs providing cross border expertise, training, and in-house mentoring to support newly formed governance structures for the family and the business and contribute to a dynamic economy through the development of innovative approaches to ownership/management in family owned SMEs;</i></p> <p><i>How does the practice reach its objectives and how it is implemented?</i></p> <p><i>To build capacity within the regional SME sector to increase, enhance and sustain regional economic development;</i></p> <p><i>To ensure the sustainability of the project by utilising the participant companies as future ambassadors to encourage other family business owners across the regions to adopt a proactive approach to succession planning incorporating innovation, change and growth as part of their company strategy;</i></p> <p><i>To create a wide range of additional entrepreneurial firms as an option for future ownership where family business owners have failed to identify a successor e.g. management buy outs, social enterprises or family business investment groups;</i></p> <p><i>To address skills deficits and provide SME owner/managers and their team with the knowledge and skills to effectively address succession challenges.</i></p> <p><i>To increase capacity to absorb external knowledge within participant organisations;</i></p> <p><i>To increase uptake in knowledge transfer activities e.g. via research centres and third level higher education institutions.</i></p> <p><i>Who are the main stakeholders and beneficiaries of the practice?</i></p> <p><i>Family businesses account for the majority of businesses across the UK, Ireland and elsewhere. Unfortunately, however, some family business owners do not plan for succession and research shows that this lack of planning is one of the major reasons</i></p>

	<i>why family businesses fail to sustain or grow their business beyond the first generation of ownership.</i>
Resources needed	<i>[300 characters] The project was awarded grant aid of up to €1,603,195 in September 2008 under Priority 1, Theme 1 - Enterprise.</i>
Timescale (start/end date)	<i>e.g. September 2008 – August 2010</i>
Evidence of success (results achieved)	<i>[500 characters] Why is this practice considered as good? Please provide factual evidence that demonstrates its success or failure (e.g. measurable outputs/results). The STS project led to a 4-year self-funded follow on programme under the FAMILY BUSINESS FORUM. It regularly hosts events now in a partnership between Ulster University SME Centre and accountants Harbison Mulholland. The forum is open to all generations of a family business – whether working in the business or not. One of the most unique and successful elements of the Forum’s approach is that its events are the “Share and Learn” roundtable discussions, which allows members of the different generations to come together and discuss issues relevant to them, in a confidential and informal setting.</i>
Difficulties encountered/ lessons learned	<i>[300 characters] Please specify any difficulties encountered/lessons learned during the implementation of the practice.</i>
Potential for learning or transfer	<i>The success of the projects legacy in the four years since the EU funded project ended.</i>
Further information	<i>https://www.harbinson-mulholland.com/family-business/ni-family-business-forum and the identification of top 100 businesses - http://www.irishnews.com/business/2016/04/14/news/harbinson-mulholland-unveils-new-top-100-of-north-s-most-profitable-family-businesses-485453/</i>
Contact details <i>[Technical: the contact details will be visible only to “Policy Learning Platforms registered members”]</i>	
Name	<i>Teresa Lennon</i>
Organisation	<i>University of Ulster, School of Marketing, Entrepreneurship & Strategy, Shore Road Newtownabbey, Antrim, NORTHERN IRELAND</i>
Email	<i>t.lennon@ulster.ac.uk</i>
Expert opinion	<i>Contributing to a dynamic economy through the development of innovative approaches to ownership and management in family owned SMEs which often face succession challenges which can cause business failure beyond the first generation of ownership. Project launched a ‘share and learn’ approach in the Family Business Forum which took up these themes and crucially encourages different generations within a family business to discuss these issues in an informal setting. A key success of this project is its continued need and the continued private sector support over the last 4 years that continued the Family Business Forum since the EU funding ended.</i>

iEER additional questions to be answered:

<p>Is this best practice supported by EU structural funds? If not, how can it be relevant for the structural funding authority?</p>	<p><i>Quite clearly there is a bottom up demand for the Northern Ireland Family Business Forum that the initial three projects have identified.</i></p>
<p>Is there any cost to participants in engaging with this good practice?</p>	<p><i>There original project allowed companies to participate in the STS programme (without cost) but participants needed to be prepared to commit their own time to work with the Project Team to articulate their plan for business succession.</i></p> <p><i>Each Company received:</i></p> <ul style="list-style-type: none"> - 5-8 mentoring support sessions per company - Family business and innovation audits completed before and after. - 3 workshops based around the issues of succession - 1 family business conferences to present results of the project to the regions SMEs - 2 best practice visits - Increase the overall support received by participant companies from support agencies, colleges and universities during the lifetime of the project. - A Succession Plan - Plus, more in terms of networking and development of markets.
<p>How are participants/users selected for this best practice? Please outline any criteria that is required.</p>	<p><i>Signed up via the website and at events</i></p>
<p>Please outline how this good practice is marketed in your region and how it reaches the end-user (please include links if available)</p>	<p><i>Partner websites and press as well via stakeholder (chambers, business federations and service providers etc)</i></p>
<p>What is new and/or innovative about this good practice?</p>	<p><i>Legacy and succession planning is an important element in Northern Ireland if businesses are to grow and remain sustainable. The ethos builds on the need to promote a growth in indigenous entrepreneurship and not rely solely on foreign direct investment.</i></p>
<p>How has this good practice boosted young entrepreneurship and supported business creation in your region?</p>	<p><i>Yes, the networking and coaching is providing opportunities to gain new knowledge, diversify business activity grow and increase employment.</i></p>
<p>Can you please outline “what not to do or things to avoid” in relation to this good practice from experience and learning in providing this good practice in your region?</p>	<p><i>Avoiding family succession planning can lead to businesses disappearing. As a result, the Forum has had to develop innovative communication techniques to build trust and confidence with family members discussing future planning issues and succession.</i></p>

TF3 - Good Practice 9 – Northern Ireland Innovation and Enterprise Programme (IEP)

General information	
Title of the practice	<i>Innovation and Enterprise Programme (IEP)</i>
Does this practice come from an Interreg Europe Project	NO

In case 'yes' is selected, the following sections appear:

Please select the project acronym	iEER	
Specific objective	SME competitiveness	
Main institution involved	<i>[Technical: The name of the institution and location of the practice are per default those of the practice author. They remain editable.]</i>	
Location of the practice https://en.wikipedia.org/wiki/NUTS_statistical_regions_of_the_Republic_of_Ireland	Country	UK
	NUTS 1	UKN
	NUTS 2	UKN0
	NUTS 3	UKN05

Detailed description	
Detailed information on the practice	<p><i>[1500 characters] Please provide information on the practice itself. In particular:</i></p> <ul style="list-style-type: none"> - <i>What is the problem addressed and the context which triggered the introduction of the practice?</i> - <i>How does the practice reach its objectives and how it is implemented?</i> - <i>Who are the main stakeholders and beneficiaries of the practice?</i> <p><i>Project Objectives</i></p> <ol style="list-style-type: none"> 1. <i>To support the creation and attraction of technology-oriented businesses, which would assist in generating both turnover and high-quality employment for the target areas. This would have a resultant impact of reducing 'brain drain' for the target areas by providing high quality employment opportunities for highly skilled people in the ICBAN region, which is an explicit objective of the project;</i> 2. <i>To provide 'hot desk' facilities in Omagh and Carrick-on-Shannon for short term rental by three potential user groups:</i> <ol style="list-style-type: none"> a. <i>Fledging local businesses that require affordable but high specification office space for the early stage development of their business;</i> b. <i>Tenant companies with a short-term requirement for additional workstations; and</i> c. <i>External companies, notably from Leitrim, with a need for short-term access to such facilities in that area (where this support will be delivered at each site and on a cross-border basis).</i> 3. <i>To create two new hubs for the delivery of innovation-centred support in the</i>

	<p>heart of the ICBAN region;</p> <ol style="list-style-type: none"> 4. To facilitate ongoing collaboration on a cross border basis with all relevant economic agencies, ensuring tenant businesses have access to the most comprehensive business support packages possible; and 5. To deliver a series of events in both Omagh and Leitrim aimed at enhancing the profile of entrepreneurship and innovation across local businesses, schools and the general population. 6. Jobs created by the IEI must have average salary levels equal to, or higher than the private sector median in NI and ROI.
Resources needed	The project was awarded grant aid of up to £2,272,418 in May 2010 under Priority 1, Theme 1 – Enterprise.
Timescale (start/end date)	May 2010 – April 2013
Evidence of success (results achieved)	[500 characters] Why is this practice considered as good? Please provide factual evidence that demonstrates its success or failure (e.g. measurable outputs/results).
Difficulties encountered/ lessons learned	Collating results during and after the project required sharply focused communication, templates for this would have helped
Potential for learning or transfer	<p>[1000 characters] Please explain why you consider this practice (or some aspects of this practice) as being potentially interesting for other regions to learn from. This can be done e.g. through information on key success factors for a transfer or on, factors that can hamper a transfer. Information on transfer(s) that already took place can also be provided (if possible, specify the country, the region – NUTS 2 – and organisation to which the practice was transferred)</p> <p>[Technical: A good practice be edited throughout a project life time (e.g. to add information on the transfers that have occurred)]</p>
Further information	Link to where further information on the good practice can be found
Contact details [Technical: the contact details will be visible only to “Policy Learning Platforms registered members”]	
Name	
Organisation	ICBAN Limited, New Hope Centre, 2 Erne Road, Enniskillen Co. Fermanagh, BT74 6NN
Email	andy@icban.com
Expert opinion	Key infrastructure and events programme to promote entrepreneurship in a cross-border area. Key investments that are of additional importance in Omagh (NI) and Leitrim (IRL) particularly in light of the emerging impacts of BREXIT where businesses need regular support and advice.

iEER additional questions to be answered:

<p>Is this best practice supported by EU structural funds? If not, how can it be relevant for the structural funding authority?</p>	
<p>Is there any cost to participants in engaging with this good practice?</p>	
<p>How are participants/users selected for this best practice? Please outline any criteria that is required.</p>	
<p>Please outline how this good practice is marketed in your region and how it reaches the end-user (please include links if available)</p>	
<p>What is new and/or innovative about this good practice?</p>	
<p>How has this good practice boosted young entrepreneurship and supported business creation in your region?</p>	
<p>Can you please outline “what not to do or things to avoid” in relation to this good practice from experience and learning in providing this good practice in your region?</p>	

TF 3 - Good Practice 10 – Northern Ireland Mid Ulster District Council economic development strategy

General information	
Title of the practice	<i>Mid Ulster District Council economic development strategy</i>
Does this practice come from an Interreg Europe Project	NO

In case 'yes' is selected, the following sections appear:

Please select the project acronym	iEER	
Specific objective	SME competitiveness	
Main institution involved	<i>[Technical: The name of the institution and location of the practice are per default those of the practice author. They remain editable.]</i>	
Location of the practice https://en.wikipedia.org/wiki/NUTS_statistical_regions_of_the_Republic_of_Ireland	Country	<i>Please fill in</i>
	NUTS 1	UKN
	NUTS 2	UKN0
	NUTS 3	UKN05

Detailed description	
Detailed information on the practice	<p><i>[In 2015, following the creation of the 11 new council structures, Mid Ulster District Council was the first Council to publish its economic development strategy – ‘Our Plan for Growth’, which set out the Council’s commitment to drive the economic growth of what is Northern Ireland’s most entrepreneurial District during the period 2015 – 20.</i></p> <p><i>The targets it set are, by design, very ambitious: 3000 jobs to be created and sustained, 1,500 businesses supported, 1,000 new business starts and stimulating investment of at least £30m.</i></p> <p><i>Since then, the Council been delivering its Plan, implementing a number of interventions to support Mid Ulster’s entrepreneurial business sector:</i></p> <p><i>Home to 7,915 businesses, Mid Ulster boasts the largest business base outside of Belfast and the Council is determined to increase this figure.</i></p> <p><i>Theme 1 of Our Plan for Growth ‘Enabling Economic Growth / Sectoral Diversification’ outlines a comprehensive set of actions to accelerate business growth, innovation and productivity, strongly focused on providing opportunities for Mid Ulster’s SMEs to maximise their potential.</i></p> <p><i>Mid Ulster is the most entrepreneurial region in Northern Ireland in terms of business start-ups; in the past 12 months 250 new Mid Ulster businesses were supported to get started.</i></p> <p><i>To support Mid Ulster’s renowned ‘culture of entrepreneurship’, four business programmes representing a total investment from Council of £100,000 were delivered in 2016:</i></p> <ol style="list-style-type: none"> <i>1. ‘Mid Ulster Online’, a programme designed to help 20 businesses improve their online presence;</i>

	<p>2. Tender Programme to support 20 businesses to identify and source opportunities for new work and prepare and submit high quality tender bids;</p> <p>3. Business Development Programme which provided support in one or more of 6 key business areas (business planning, marketing, HR management, financial management, quality systems and effective pricing) and</p> <p>4. Social Enterprise Programme to assist 14 potentials, newly emerging and existing social enterprise organisations.</p> <p>The 60 businesses and 14 social enterprises who successful applied for a place on the programmes represented a broad range of Mid Ulster's industries, including its key sectors encompassing engineering, manufacturing, construction, services and retail. Delivery agents were appointed for each programme and provided a number of days' bespoke support to each businesses and social enterprise.</p> <p>Under its theme 3 the strategy has been successful in helping the Council to engage with its rural areas. Rural businesses in Mid Ulster District Council are benefitting from funding support for business creation and expansion activities through the NI Rural Development Programme. This support comes from the Rural Business Investment Scheme (RBIS), one of the funding measures contained within the Local Rural Development Strategy for Mid Ulster being rolled out by the LAG for the area, Mid Ulster Rural Development Partnership. Almost £500,000 in grant support has been issued in letters of offer to 23 rural businesses from the first call for applications under the Scheme which focused on the manufacturing and engineering sectors. Over 50 new jobs are being targeted from this.</p> <p>A further 15 applications for funding have been received from the second RBIS call which are currently under assessment and the LAG will be opening for a third call in early April.</p> <p>In total, the funding accessed by the LAG is £8.3 million, with £2.83m committed to RBIS with a target of supporting 100 businesses and creating 100 jobs within Mid Ulster's rural economy.</p>
Resources needed	[300 characters] 2015-2020 - The targets it set are, by design, very ambitious: 3000 jobs to be created and sustained, 1,500 businesses supported, 1,000 new business starts and stimulating investment of at least £30m.
Timescale (start/end date)	2015 – (2020)/ ongoing
Evidence of success (results achieved)	The Council set ambitious targets for the Programmes; by the completion of each Programme in February 2017 these had all been exceeded, resulting in a total of 43 new jobs created and having an overall economic impact of over £4. million representing a 40:1 return on investment.
Difficulties encountered/ lessons learned	Ensuring buy in from other agencies and ownership by stakeholders in local community
Potential for learning or transfer	<p>[1000 characters] Please explain why you consider this practice (or some aspects of this practice) as being potentially interesting for other regions to learn from. This can be done e.g. through information on key success factors for a transfer or on, factors that can hamper a transfer. Information on transfer(s) that already took place can also be provided (if possible, specify the country, the region – NUTS 2 – and organisation to which the practice was transferred)</p> <p>[Technical: A good practice be edited throughout a project life time (e.g. to add information on the transfers that have occurred)]</p>
Further information	Link to where further information on the good practice can be found
Contact details [Technical: the contact details will be visible only to "Policy Learning Platforms registered members"]	
Name	Shirley McIntyre
Organisation	Economic Development Cookstown Office Mid Ulster District Council Burn Road Cookstown BT80 8DT Tel: 03000 132 132 ext. 22604 / 07967 333180
Email	Shirley.McIntyre@midulstercouncil.org

Expert opinion	<p><i>Locally led knowledge and creation of a sub-regional “campaign” and sustainable “ecosystem” A bottom up place based strategy to focus the different agencies and Government organisations involved in economic regeneration and rural development. Achievements include 43 new jobs being created and an overall economic impact of over €4m representing a 40:1 ratio of return on investment. Ensuring that other agencies bought in to the strategy and that ownership on the part of the local community was achieved.</i></p>
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iEER additional questions to be answered:

Is this best practice supported by EU structural funds? If not, how can it be relevant for the structural funding authority?	
Is there any cost to participants in engaging with this good practice?	
How are participants/users selected for this best practice? Please outline any criteria that is required.	
Please outline how this good practice is marketed in your region and how it reaches the end-user (please include links if available)	<p><i>The 60 businesses and 14 social enterprises who successful applied for a place on the programmes represented a broad range of Mid Ulster’s industries, including its key sectors encompassing engineering, manufacturing, construction, services and retail. Delivery agents were appointed for each programme and provided a number of days’ bespoke support to each businesses and social enterprise.</i></p>
What is new and/or innovative about this good practice?	<p><i>Included 3 highly popular ‘Digital’ Workshop to equip Mid Ulster’s businesses with the capacity to maximise the potential of digital media (with over 200 businesses attending), which gave practical hints and tips from experts in this field on how to use this to their business advantage.</i></p>
How has this good practice boosted young entrepreneurship and supported business creation in your region?	<p><i>The Council set ambitious targets for the Programmes; by the completion of each Programme in February 2017 these had all been exceeded, resulting in a total of 43 new jobs created and having an overall economic impact of over £4. million representing a 40:1 return on investment. This includes significant outputs from the particularly successful Tender Programme which supported 9 businesses to win new work of £2.5m, with more still pending.</i></p>
Can you please outline “what not to do or things to avoid” in relation to this good practice from experience and learning in providing this good practice in your region?	

TF3 - Good Practice 11 – Northern Ireland Down Rural Area Partnership (DRAP) MEASURE 3.2 BUSINESS CREATION AND DEVELOPMENT

General information	
Title of the practice	<i>Down Rural Area Partnership (DRAP) MEASURE 3.2 BUSINESS CREATION AND DEVELOPMENT</i>
Does this practice come from an Interreg Europe Project	NO

In case 'yes' is selected, the following sections appear:

Please select the project acronym	<i>DRAP</i>	
Specific objective	<i>MEASURE 3.2 BUSINESS CREATION AND DEVELOPMENT</i>	
Main institution involved	<i>[Technical: The name of the institution and location of the practice are per default those of the practice author. They remain editable.]</i>	
Location of the practice https://en.wikipedia.org/wiki/NUTS_statistical_regions_of_the_Republic_of_Ireland	Country	<i>UK</i>
	NUTS 1	<i>UKN</i>
	NUTS 2	<i>UKN0</i>
	NUTS 3	<i>UKN03</i>

Detailed description	
Detailed information on the practice	<p><i>With agriculture no longer able to provide sustainable employment to entire rural communities, it is essential to facilitate the creation and development of rural businesses. From support for new micro-enterprises to helping existing businesses grow, this measure aimed to strengthen and expand the economic infrastructure in rural areas under DRAP's remit.</i></p> <p><i>The aim of the measure was to create employment opportunities through promoting entrepreneurship and developing the economic infrastructure in the rural areas.</i></p> <p><i>With an investment of almost £900,000 from DARD and the EU through DRAP, and over £1m in match funding from the project promoters own resources, this measure was able to support 39 projects, which will ultimately lead to the creation of 50 new jobs in the area.</i></p> <p><i>Successful projects came from a wide variety of sectors, including dog training, farriers, crafts, event planning, dental surgery, craft cider, manufacturing, engineering and many more. This investment will continue to benefit the local community by creating more jobs and inviting further investment as the businesses thrive and expand.?</i></p>
Resources needed	<p><i>The aim of the measure was to create employment opportunities through promoting entrepreneurship and developing the economic infrastructure in the rural areas.</i></p> <p><i>With an investment of almost £900,000 from DARD and the EU through DRAP, and over £1m in match funding from the project promoters own resources, this measure was able to support 39 projects, which will ultimately lead to the creation of 50 new jobs in the area.</i></p>
Timescale (start/end date)	<i>2007-2013</i>
Evidence of success (results achieved)	<i>254 projects were supported, representing a total investment in the area of over £19m. That is a significant figure</i>

	<i>which makes a big difference to the rural economy and the quality of life for rural dwellers. This investment has aided the creation of new rural businesses, along with supporting existing ones, encouraged farm diversification projects, developed tourism initiatives and funded improvements to community facilities and services.</i>
Difficulties encountered/ lessons learned	<i>Clear explanation of match funding and criteria, plus the audit trail, was difficult – getting project beneficiaries to understand the need for ancillary data</i>
Potential for learning or transfer	<i>A good example of a rural development strategy in an outlying area with significant dependence on agriculture.</i>
Further information	<i>Link to where further information on the good practice can be found</i>
Contact details [<i>Technical: the contact details will be visible only to “Policy Learning Platforms registered members”</i>]	
Name	<i>Marguerite Osborne</i>
Organisation	<i>Rural Development Manager Ards and North Down Borough Council Signal Centre, 2 Intec Drive, Balloon Road, Bangor, BT19 7PD Tel: 02891473788 ext. 40917 / Mobile: 0779549493</i>
Email	<i>Marguerite.Osborne@ardsandnorthdown.gov.uk</i>
Expert opinion	<i>Agricultural diversification and greater sustainability leading to participants improving high level technical skills and a new network for emerging sectors and entrepreneurial activities. Similar to the Good practices in Valencia and Marche Region in Italy. Opportunity to promote further exchanges here in the next phase of the project.</i>

iEER additional questions to be answered:

<p>Is this best practice supported by EU structural funds? If not, how can it be relevant for the structural funding authority?</p>	<p><i>The approach used by LAG promotes best practice by ensuring strong preparatory, post application, pre-implementation and post commencement links with a Mentor. This mitigates against project "drift" and is necessary in rural economy projects where business isolation is higher</i></p>
<p>Is there any cost to participants in engaging with this good practice?</p>	<p>None</p>
<p>How are participants/users selected for this best practice? Please outline any criteria that is required.</p>	
<p>Please outline how this good practice is marketed in your region and how it reaches the end-user (please include links if available)</p>	
<p>What is new and/or innovative about this good practice?</p>	
<p>How has this good practice boosted young entrepreneurship and supported business creation in your region?</p>	
<p>Can you please outline "what not to do or things to avoid" in relation to this good practice from experience and learning in providing this good practice in your region?</p>	

TF3 - Good Practice 12 – Marche - Italy

“Support to start-up, growth and continuity of MSMEs located in productive crisis areas” call for proposals 2016 (ERDF)

General information	
Title of the practice	<i>“Support to start-up, growth and continuity of MSMEs located in productive crisis areas” call for proposals 2016 (ERDF)</i>
Does this practice come from an Interreg Europe Project	No, ERDF mainstream Regional Operational Programme 2014-2020

In case 'yes' is selected, the following sections appear:

<i>Please select the project acronym</i>	iEER	
Specific objective	SME competitiveness	
Main institution involved	Marche Regional Authority	
Location of the practice	Country	ITALY
	NUTS 1	IT1
	NUTS 2	IT13
	NUTS 3	IT1 31, 32,

Detailed description	
Detailed information on the practice	<p>[1500 characters] Please provide information on the practice itself. In particular:</p> <ul style="list-style-type: none"> - What is the problem addressed and the context which triggered the introduction of the practice? - How does the practice reach its objectives and how it is implemented? - Who are the main stakeholders and beneficiaries of the practice? <p>Marche is considered the Italian region of micro and small enterprises par excellence. This led to the adoption of the Reg. Strategy for the implementation of the SBA in April 2014. Among the various actions specifically directed at MSMEs, CoR has chosen in 2015 - as EER regions “Good Practice”- a Marche Region integrated financial instrument aimed at the revival of entrepreneurial activities throughout the regional outlying areas affected by the economic and employment crisis: “FSC MARCHE”. Thanks to the FSC (National Development and Cohesion Fund), from Sep. 2014 until May 2016, 130 entrepreneurial projects (whose 41 start-ups) in various manufacturing and production services sectors (e.g. mechanics, electronics, agribusiness, etc.) have been supported, with creation of more than 416 new jobs.</p> <p>The success achieved so far has led regional policymakers to advocate a similar mechanism under the new programming period, within the ROP ERDF 2014-2020. Indeed, in Summer 2016 it has been launched the regional call for proposals “Support to start-up, growth and continuity of MSMEs located in productive outlying crisis areas”.</p> <p>This new instrument allocates grants to start up projects; entrepreneurial initiatives for productive development projects (expansion, diversification, reactivation), the total or partial back-reshoring of Made in Italy production, also integrated with the company's organisational innovation and the transfer of undertaking projects to promote firm</p>

	<p>continuity.</p> <p>The projects must be closely related to an employment impact.</p>
Resources needed	<p>[300 characters] Please specify the amount of funding/financial resources used and/or the human resources required to set up and to run the practice.</p> <p>The amount to be allocated is more than 11 MIL euro (+ other 6 MILS to be utilized in following calls for the other regional areas). The practice is run by 1 regional coordinator supported by 2 tech. assistants. The selection board is composed of 2 reg. officers, 1 tech. assistant and 2. Professors in Economics.</p>
Timescale (start/end date)	<p>June 2016-on going</p>
Evidence of success (results achieved)	<p>[500 characters] Why is this practice considered as good? Please provide factual evidence that demonstrates its success or failure (e.g. measurable outputs/results).</p> <p>At present, due to the still open stage of the selection phase, it is not possible to provide evidence for demonstrating its success or failure.</p> <p>However, the high number of applications (160) and its direct derivation from the good practise "FSC Marche" represent good premises for a replication of its success.</p>
Difficulties encountered/ lessons learned	<p>[300 characters] Please specify any difficulties encountered/lessons learned during the implementation of the practice.</p> <p>On the basis of the lessons learnt from "FSC Marche" good practise, we do not expect considerable difficulties during the implementation.</p>
Potential for learning or transfer	<p>[1000 characters] Please explain why you consider this practice (or some aspects of this practice) as being potentially interesting for other regions to learn from. This can be done e.g. through information on key success factors for a transfer or on, factors that can hamper a transfer. Information on transfer(s) that already took place can also be provided (if possible, specify the country, the region – NUTS 2 – and organisation to which the practice was transferred)</p> <p>[Technical: A good practice be edited throughout a project life time (e.g. to add information on the transfers that have occurred)]</p> <p>The practise has interesting potential for learning or transfer both at regional and interregional level. Indeed, in order to ensure the achievement of employment increase, it is expected the activation of a contextual ESF instrument which can benefit the recipient firms and workers in the form of support for the recruitment, employment grants, training, continuing education, or to use the flexibility under the regulations. No automatic mechanisms (i.e. selection is required).</p> <p>In this way, the practise is pivotal for three concurrent objectives: to tackle the economic crisis, to support entrepreneurship and to reduce unemployment.</p>
Further information	<p>http://www.regione.marche.it/Regione-Utile/Attivit%C3%A0-Produttive/Credito-e-finanza</p>
Contact details [Technical: the contact details will be visible only to "Policy Learning Platforms registered members"]	
Name	<p>Roberta Maestri</p>
Organisation	<p>Marche Regional Authority- Programme Integration of Productive Activities, Training and Employment, Access to Credit and Finance Unit</p>
Email	<p>roberta.maestri@regione.marche.it</p>
Expert opinion	<p>A new instrument that has demonstrated good take up in the allocation of grants to start up projects and entrepreneurial initiatives for productive development in an area well known for dynamic SMEs, together with organizational innovation and the promotion of company continuity.</p>

iEER additional questions to be answered:

<p>Is this best practice supported by EU structural funds? If not, how can it be relevant for the structural funding authority?</p>	<p><i>ERDF</i></p>
<p>Is there any cost to participants in engaging with this good practice?</p>	<p><i>Bank guaranty is necessary only in case of an advanced payment request by the applicant</i></p>
<p>How are participants/users selected for this best practice? Please outline any criteria that is required.</p>	<p><i>Macro-criterion on quality of the project (40%):</i> <i>- validity and feasibility,</i> <i>- financial sustainability,</i> <i>- technical capacity of the applicant</i> <i>Macro-criterion on effectiveness of the project (60%)</i> <i>- new products development, production, organizational, commercial services or processes,</i> <i>- employment increase,</i> <i>- ICT solutions introduction,</i> <i>- synergy with regional policies for qualifying human resources and stabilization of workers.</i></p>
<p>Please outline how this good practice is marketed in your region and how it reaches the end-user (please include links if available)</p>	<p><i>It was organized a public technical workshop one month before the opening of the call.</i></p>
<p>What is new and/or innovative about this good practice?</p>	<p><i>See Good Practise template</i></p>
<p>How has this good practice boosted young entrepreneurship and supported business creation in your region?</p>	<p><i>See Good Practise template</i></p>
<p>Can you please outline “what not to do or things to avoid” in relation to this good practice from experience and learning in providing this good practice in your region?</p>	<p><i>See Good Practise template</i></p>

TF3 - Good Practice 13 – Marche - Italy

“Pacchetto Giovani 2016” - Regional Rural Development Plan - Marche Sub Measure 6.1: “support to start-ups of new farmers” (EAFRD)

1. General information	
Title of the practice	“Pacchetto Giovani 2016” (Regional Rural Development Plan - Marche Submeasure 6.1: “support to start-ups of new farmers” EAFRD)
Does this practice come from an Interreg Europe Project	No, ERDF mainstream Rural Development Programme (EAFRD) 2014-2020

In case 'yes' is selected, the following sections appear:

Please select the project acronym	iEER	
Specific objective	SME competitiveness	
Main institution involved	Marche Regional Authority	
Location of the practice	Country	ITALY
	NUTS 1	ITI
	NUTS 2	ITI3
	NUTS 3	ITI 31, 32, 33, 34, 35

2. Detailed description	
Detailed information on the practice	<p>[1500 characters] Please provide information on the practice itself. In particular:</p> <ul style="list-style-type: none"> - What is the problem addressed and the context which triggered the introduction of the practice? - How does the practice reach its objectives and how it is implemented? - Who are the main stakeholders and beneficiaries of the practice? <p>The Marche Primary Sector (more than 50% of reg. territorial coverage, 41.000,00 rural farms, contribution to the 2% of reg. GDP) makes a significant contribution -next to the industry- to the development of our region. It boasts a long tradition with world-class typical products (wine, pasta, meats, etc.) and it is the 1st region in Italy in organic farming.</p> <p>In line with good practise “Pacchetto Giovani” of RDP-Marche (Reg. Rural Development Programme) 2007-2013 and with the “renewal strategy” of the Marche Rural Sector (70% of rural entrepreneurs are more than 54 y. old), Pacchetto Giovani 2016 aimed to sustain the attractiveness, innovation and competitiveness of the regional rural sector thanks to greater dynamism and propensity for investments of young entrepreneurs.</p> <p>It has allocated grants to facilitate establishment of youngsters (up to 41 y. old) who are setting up for the first time –as entrepreneurs- a rural micro or small enterprise.</p>

	<p>Their settlement is favourite by means of a start-up support and with opportunity to access to complementary measures that sustain the acquisition of the necessary technical skills and the implementation of structural investment.</p> <p>A crucial element is the realization of a Development Plan that guarantees:</p> <ul style="list-style-type: none"> -business innovation (e.g. web-based b. ideas), -technological or oriented to competitiveness -or to the environment protection -or to the mitigation of climate change. <p>The settlement support consists of a contribution equal to:</p> <ul style="list-style-type: none"> -€ 70,000.00/beneficiary (in mountain areas); -€ 50,000.00/beneficiary (in other areas).
<p>Resources needed</p>	<p>[300 characters] Please specify the amount of funding/financial resources used and/or the human resources required to set up and to run the practice.</p> <p>A total amount of € 23.500.000,00 whose:</p> <ul style="list-style-type: none"> -€ 8,000,000.00 - Settlement support; -€ 12,000,000.00 - Support for business investments; -€ 1,500,000.00 - Farm housing; -€ 1,000,000.00 - Farm nursery; -€ 1.000.000,00 - Active Ageing. <p>The practise is coordinated by 1 regional officer and the evaluation process is run by 20 local public officers.</p>
<p>Timescale (start/end date)</p>	<p>November 2015-February 2017</p>
<p>Evidence of success (results achieved)</p>	<p>[500 characters] Why is this practice considered as good? Please provide factual evidence that demonstrates its success or failure (e.g. measurable outputs/results).</p> <p>Pacchetto Giovani 2016 has been very successful: 350 received applications (for a total of about 70.000.000,00 euro requested) whose 87 granted.</p> <p>Moreover, taking into account that the average cost of the investments planned in the business plan was 550,000.00 euros (while it was sufficient investment of 150,000.00 euros to get the highest prize of 40,000.00 euro) it is clear that projects were submitted not only to access the youth award, but above all to develop concretely the enterprise.</p>
<p>Difficulties encountered/ lessons learned</p>	<p>[300 characters] Please specify any difficulties encountered/lessons learned during the implementation of the practice.</p> <p>It is difficult to correctly forecast the specific necessary amount of each measure composing the combination of the available funds and also the monitoring/financial management of different measures is critic. It would be more efficient and effective to have a unique measure including all the specific actions dedicated to support young entrepreneurship in rural sector.</p>
<p>Potential for learning or transfer</p>	<p>[1000 characters] Please explain why you consider this practice (or some aspects of this practice) as being potentially interesting for other regions to learn from. This can be done e.g. through information on key success factors for a transfer or on, factors that can hamper a transfer. Information on transfer(s) that already took place can also be provided (if possible, specify the country, the region – NUTS 2 – and organisation to which the practice was transferred)</p> <p>[Technical: A good practice be edited throughout a project life time (e.g. to add information on the transfers that have occurred)]</p> <p>Pacchetto Giovani 2016 is potentially interesting to other regions because it is a unique funding instrument able to offer the widest range of opportunities for development for the best ranked projects: all the phases/step foreseen in the development plan presented by the applicants are fundable thanks to the direct combination with other measures.</p> <p>Also, it is an effective and flexible instrument to favour the generational renewal in</p>

	<i>rural and in general in outlying areas. This renewal has often positive economic impact as young entrepreneurs are more likely to innovate, diversify, to train and to learn also using ICT. Moreover, the settlement of young farms in outlying areas increases the probability that the local community remains active and oriented to the future.</i>
Further information	http://psr2.agri.marche.it/
Contact details [Technical: the contact details will be visible only to "Policy Learning Platforms registered members"]	
Name	Andrea Silone
Organisation	Marche Regional Authority- Agrofood Policies Unit
Email	andrea.sileoni@regione.marche.it
Expert opinion	<i>Important post economic and financial crisis measure to sustain the attractiveness, innovation and competitiveness of the regional rural sector by encouraging younger farmers (up to 41 years of age) to become entrepreneurs by setting up their own rural micro or small enterprises up for the first time. Achievements include 350 applications received, 87 accepted with an average grant of €40,000. A number of excellent projects concretely developing enterprises. Useful exchange possibilities with Valencia and DRAP in Northern Ireland in the next phase of project.</i>

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iEER additional questions to be answered:

<p>Is this best practice supported by EU structural funds? If not, how can it be relevant for the structural funding authority?</p>	<p><i>EAFRD</i></p>
<p>Is there any cost to participants in engaging with this good practice?</p>	<p><i>Bank guaranty is necessary only in case of an advanced payment request by the applicant</i></p>
<p>How are participants/users selected for this best practice? Please outline any criteria that is required.</p>	<p><i>A. Qualitative evaluation of the proposed investments, assessed in relation to the transversal objectives of the program: innovation; impact on the environment and climate change (30%)</i></p> <p><i>B. Increased employment in the new company concretely shown with the presented business plan (25%)</i></p> <p><i>C. Level of commitments made by the applicant as part of its business development plan (15%)</i></p> <p><i>D. Location in the mountainous area of the holding of new settlement. (20%)</i></p> <p><i>E. Young people under the age of 30 years (10%)</i></p>
<p>Please outline how this good practice is marketed in your region and how it reaches the end-user (please include links if available)</p>	<p><i>They were organized six seminars for professionals and technicians to illustrate the call and the procedures for the fulfilment of the applications, and on that occasion, it was illustrated the business plan procedures.</i></p> <p><i>End-users have been informed trough media (e.g. TV interviews), social network (e.g. Facebook) and organization of workshops.</i></p>
<p>What is new and/or innovative about this good practice?</p>	<p><i>It takes to mention that some awarded new businesses have had a real innovative nature: e.g. a couple of youngsters graduated in Philosophy have decided to move to a Marche rural village and then open a wine-house of typical local and famous wines. In this case, the practise has had an incremental positive impact not only in terms of entrepreneurship and employment, but also in terms of attractiveness from a Northern industrialized region (Lombardy) towards Marche rural and outlying areas.</i></p>
<p>How has this good practice boosted young entrepreneurship and supported business creation in your region?</p>	<p><i>See Good Practise Template</i></p>
<p>Can you please outline “what not to do or things to avoid” in relation to this good practice from experience and learning in providing this good practice in your region?</p>	<p><i>It is important to specify in the call for proposals that the priority to mountain areas settlement must be evaluated on a specific and strict % of the farmland (not less than 80%).</i></p>