



Lifelong Learning Programme

*Application Form*  
*Call: 2009*  
*Leonardo da Vinci – Transfer of Innovation*



Onderwijs en Cultuur

Leonardo da Vinci

Nederland

Before completing this application form, please read the relevant sections in the 2009 Call for Proposals published by the European Commission and by your National Agency and the Lifelong Learning Programme Guide for 2009, which contain additional information on closing dates, National Agency addresses to which the application must be sent, and specific priorities for the year 2009. Links to these documents and further information can be found on the Lifelong Learning Programme website:

[http://ec.europa.eu/education/programmes/llp/index\\_en.html](http://ec.europa.eu/education/programmes/llp/index_en.html)

and the National Agency website, whose address is available upon selecting the National Agency in the field below.

In accordance with standard European Commission practice, the information provided in your application form may be used by the Commission to evaluate the Lifelong Learning Programme. The relevant data protection regulations will be respected.

**SUBMISSION DATA**

Programme	LIFELONG LEARNING PROGRAMME		
Sub-programme	LEONARDO DA VINCI		
Action	LEONARDO DA VINCI Transfer of innovation		
Deadline	27/02/2009	Working language	English
Duration of project	24		

**NATIONAL AGENCY**

Name	NA LLP – Leonardo da Vinci – CINOP
Postal address	Postbus 1585, 5200 BP `s-Hertogenbosch Pettelaarpark 1, 5216 PC `s-Hertogenbosch
Email address	na@leonardodavinci.nl
	doorn@leonardodavinci.nl
Website	<a href="http://www.leonardodavinci.nl">http://www.leonardodavinci.nl</a>

**APPLICANT ORGANISATION**

Organisation name	Avans Hogeschool
Department	Academie Marketing and Business/ Innovative Entrepreneurship



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Leonardo da Vinci Nederland

**PROJECT INFORMATION**

Project title	Business Transfer in SME
Project acronym	BT in SME

**Summary**

Limit 30 lines, should be provided in EN, FR or DE.

The summary will be used as the general description of your project throughout the evaluation procedure and, should the proposal be successful, as the published abstract of the project. It must summarise the key issues covered in your proposal, notably:

- The reason for the project (the main problem being tackled)
- The main aims and objectives of the projects
- The characteristics of the consortium that will implement the proposal
- A general description of the tangible and intangible outcomes
- The impact envisaged

Rationale: Vocational education has paid little attention to Business Transfer (BT), does not offer guidance to students and parents-entrepreneurs and has almost no training programs. VET and HE colleges are little aware of the situation that their students aim to take over the business of their parents. Already in 2003 DG XI-Enterprise (EU2003, EU2005) published the results of a public consultation on the green paper in which is emphasised to develop and to offer more training for entrepreneurs, to pay special attention to the target group successors (the success is often bigger with BT than starting a new company), and to motivate employees to become enterprise successor. Figures are scarce and often not available. Preliminary research in The Netherlands showed that only 16% of the VET institutes (secondary level) offer some kind of guidance. Most guidance is being provided by consultancy organisations. Ageing, heavy competition, required initiatives and investments for innovation and lack of successors causes that many SME's in The Netherlands and in Europe close down. The consequences are decrease of employability, loss of capital, and often loss of income. Almost 50% of companies that stop could be transferred with success regarding their position in the market but only 13% of this group tries to sell the company! Dutch and European research reports show that every year over 600.00 companies close in Europe. It has also been proven that starters who have taken over a business have more success than new businesses, these business grow faster, acquire more staff, invest in innovation and are so more sustainable. Despite these outcomes the interest for Business Transfer is smaller than for starting up a new business (for references see 9.4).

Transfer: Syntra-Limburg has experience with business transfers and offers training. It is aimed to discuss this methodology as a baseline for the training partners to apply or/and to adapt the methodology to the local situation and to develop a European program for Business Transfer. Agricultural colleges in The Netherlands, also experienced, will present their view and approach in WM1.

Aim: This project aims develop and to test a European program for Business Transfer and so to support VET/Higher Education institutes to increase and to improve awareness and preparation for BT in order to prevent loss of employment, capital and pension!

Outcomes are: a) a research report of the situation of business transfer in the SME sector on VET/HE level, including an analysis of needs; b) a program ( curriculum) adapted and tested for VET/HE institutes that can be offered to students and in special to graduates; c) support of the search for a suitable successor; d) materials (handbook with gathered materials) will be put available via the project website and presented to (umbrella)



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organisations of SME's and VET/HE institutes on national and European level.

Impact: attention for training and guidance of transferors is emphasised here because knowledge and insight in the aspects of the transfer process are (still) underestimated. It remains important that education offers training. Training will stimulate potential entrepreneurs to become successor, transferred business operate better than new businesses, that is started early with planning, to develop an exit strategy (including transfer of know-how and skills) supported by training, advice and support, some financial support for transferors will stimulate the process. Entrepreneurs and successors should get facilitated to participate in training or guidance (learning vouchers) and so to prepare their transfer. Increase of information and learning facilities about BT may 'save' jobs, capital, increase growth and innovation.

**PARTNERS**

Number of partners:



## A. INSTITUTION / ORGANISATION

### A. 1 ORGANISATION

Role in the application	APP		<b>P0</b>
Full legal name	Avans Hogeschool		
in latin characters			
Acronym	Avans		
Legal address	Postbus 90116		
Postal code	4800 RA	Town	BREDA
Country	NETHERLANDS	Region	Noord Brabant
Website	www.avans.nl		
Telephone 1	0031 76 5250 483	Telephone 2	
Fax			

### A. 2 LEGAL REPRESENTATIVE

Title		<b>Position</b>	Lector Innovatief Ondernemen
<b>Family name</b>	Ter Horst	<b>First name</b>	Peter
<b>Work Address</b>	Postbus 90116		
<b>Email</b>	pe.terhorst@avans.nl		
<b>Postcode</b>	4800 RA	<b>City</b>	BREDA
<b>Country</b>	NETHERLANDS	<b>Region</b>	Noord Brabant

### A. 3 CONTACT PERSON

Title		<b>Position</b>	Lector Innovatief Ondernemen
<b>Family name</b>	Ter Horst	<b>First name</b>	Peter
<b>Email</b>	pe.terhorst@avans.nl	Telephone	0031 76 5250 483



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<b>Work Address</b>	Postbus 90116		
<b>Postcode</b>	4800 RA	<b>City</b>	BREDA
<b>Country</b>	NETHERLANDS	<b>Region</b>	Noord Brabant

**B. ORGANISATION AND ACTIVITIES**

**B.1 CLASSIFICATIONS**

Legal status	<input checked="" type="checkbox"/> Private	<input type="checkbox"/> Public
Commercial orientation	<input type="checkbox"/> Profit	<input checked="" type="checkbox"/> Non profit
Organisation size	501 - 2000 people	
Organisation type	University or higher education institutions	
Economic sector	Higher education	

**B.2 OBJECTIVES AND ACTIVITIES OF THE ORGANISATION**

**B.2.A EUROPEAN QUESTIONS**

General description of the organisation: size, scope of work, areas of specific expertise and competence in relation to the project proposed

Avans Hogeschool is the result of a fusion between Hogeschool Brabant and Hogeschool 's-Hertogenbosch. Avans has a great number of departments and is located in Breda, 's-Hertogenbosch and Tilburg. The department of Innovative Entrepreneurship aims at entrepreneurs in the SME segment, including the organisations that support these entrepreneurs and their business: regional development organisations, chambers of commerce, Syntens, etc.

The bigger SME's aiming at stimulation of internal entrepreneurship are included in the target group. AVANS gives priority to security, inspiration and openness.

Role of the participant organisation in the proposed project

Avans as applicant organisation will manage the project:

- project management and financial responsibility
- taking part in all project activities
- networking and dissemination of the project aims and results, participation in EU week of SME, attending regional / national seminars with VET/HE on entrepreneurship
- participation in related seminars / workshops presenting and discussing the project outcomes
- detailed needs analysis (in the region)
- adaptation content of the transferred course / coach program
- acquisition and execution of a test group
- cooperation with a matching service (i.e. Chamber of Commerce)



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- to support companies to establish a transfer plan
- to present an exploitation plan for the future
- to publish the project results (web, article, presentations)
- fulfills the obligations as presented in the project plan.

Skills and expertise of key staff involved in the project

lector  
 Mr. Peter E. ter Horst  
 Academie for Marketing and Business Management  
 Mr. Peter ter Horst is a lawyer and has worked 10 years in several companies (SME's and multinational) specialised in ICT. Managing director of the Entrepreneurship Centre of TSM Business School at University of Twente. During this period a lot of national and international projects have been executed, in particular in the field of Entrepreneurship: start-up, growth management, studied the topic of family companies and cooperates in networks.  
 The department Innovative Entrepreneurship studies and researches the relations between entrepreneurs in SME, knowledge institutes and the supporting institutes in the environment. There is a specialised study group (with experts as Drs. Henk van Dijk (Syntens); Dr. Marijke van der Veen (Syntens); Drs. Reynier Janse and Drs. Enrico Deetman)aiming at development and support of activities that support the innovative developments of companies in the region.  
 The educative program includes i.e. a minor Innovative Entrepreneurship, education in Family Companies and there is a module Entrepreneurship for teachers and advisers.

**B.3 OTHER EU GRANTS**

Other European Union grants received by the applicant organisation in the past 3 years.

Start year	Programme or Initiative	Agreement number	Project title

**B.3.BIS FOLLOW UP**

Is the organisation involvement the result of Contact Seminars / Preparatory Visits?

Type of visit	<input type="checkbox"/> Preparatory visit <input type="checkbox"/> Contact seminar
Agreement number(s)	



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**B.4 INVOLVEMENT IN OTHER APPLICATIONS**

Details of other LLP applications in this selection year in which the institution / organisation is involved:

Project type	Acronym	Project title	Applicant organisation



## A. INSTITUTION / ORGANISATION

### A. 1 ORGANISATION

Role in the application	CO-MAN		<b>P<sub>1</sub></b>
Full legal name	European Educative Projects BV		
in latin characters			
Acronym			
Legal address	Jagersweg 23		
Postal code	5262 TM	Town	Vught
Country	NETHERLANDS	Region	Noord Brabant
Website			
Telephone 1	+31-73 6572 565	Telephone 2	
Fax			

### A. 2 LEGAL REPRESENTATIVE

Title	Ir.	<b>Position</b>	Director
<b>Family name</b>	Paulusse	<b>First name</b>	Jos
<b>Work Address</b>	Jagersweg 23		
<b>Email</b>	jpa@planet.nl		
<b>Postcode</b>	5262 TM	<b>City</b>	Vught
<b>Country</b>	NETHERLANDS	<b>Region</b>	Noord Brabant

### A. 3 CONTACT PERSON

Title	Ir.	<b>Position</b>	Director
<b>Family name</b>	Paulusse	<b>First name</b>	Jos
<b>Email</b>	jpa@planet.nl	Telephone	+31-73 6572 565



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<b>Work Address</b>	Jagersweg 23		
<b>Postcode</b>	5262 TM	<b>City</b>	Vught
<b>Country</b>	NETHERLANDS	<b>Region</b>	Noord Brabant

**B. ORGANISATION AND ACTIVITIES**

**B.1 CLASSIFICATIONS**

Legal status	<input checked="" type="checkbox"/> Private	<input type="checkbox"/> Public
Commercial orientation	<input checked="" type="checkbox"/> Profit	<input type="checkbox"/> Non profit
Organisation size	1 - 20 people	
Organisation type	Enterprise SME (< 500 employees)	
Economic sector	Other education	

**B.2 OBJECTIVES AND ACTIVITIES OF THE ORGANISATION**

**B.2.A EUROPEAN QUESTIONS**

General description of the organisation: size, scope of work, areas of specific expertise and competence in relation to the project proposed

European Educative Projects bv (EEP) was established in 2003 and has extensive experience within Europe. EEP collaborates with national and European educational institutes, especially in the field of vocational education. The experience of EEP helps educational institutes from different origins to prepare and submit their educational proposal in response to national and European calls for proposals.

The collaboration with many partners and within networks in the Netherlands and in Europe assures that projects are being carried out carefully and that their results are well disseminated within Europe.

EEP coordinates and takes care for administrative advice when projects have started. Because of its experience with coordination and execution of European projects there is a lot of legal, financial and administrative knowledge.

EEP has been partner and coordinator in projects such as "European Network Valuation Prior Learning", "Managing European Diversity in Lifelong Learning", "City Guides" and "Studentstarter".

Role of the participant organisation in the proposed project

- EEP is coordinator of the project and takes care for the project administration
- gathering outcomes and distributing (draft)reports
- preparing workmeetings (agenda, invitations, annexes as draft modules and learning materials of partners, financial and content progress, etc.), reports of workmeetings.
- preparing final and financial reports in close collaboration operation with the contractor
- gathering products, communication with partners, support with development / maintenance of website
- contribution to the evaluation report (by external organisation), evaluation criteria



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- reminding partners of their project obligations (workshops, acquisition, test course, evaluation, platform, etc. fulfills the obligations as presented in the project plan.)

Skills and expertise of key staff involved in the project

Jos Paulusse:  
 Managing Director European Educative Projects bv. (2003 - ...)  
 Development of international educative and innovative projects in collaboration with involved educational organisations in Europe.

- Advisor in these activities
- Administration of the projects
- Financial management and advice
- Over 10 years experience in managing and with the administration of European projects in varied areas (education, training, electronic commerce, environmental issues, valuation and recognition learning results, tourism and networking.
- Development and coordination City Guides
- Development and coordination project Studentstarter
- Advisor in the project: European Network Valuation Prior Learning
- Coordinator in the project: Managing European Diversity in Lifelong Learning

Function: Consultant /project manager (1994 - 2003)

- Stoas Research Ltd.
- Asia link: development of the program EurAsiatic Agricultural Teacher Training
- Development of the Leonardo da Vinci proposal European network for Valuation Prior Learning
- Development of the proposal: E-business in SME in agriculture and food processing industries

- Project development at the department Stoas international; Wageningen; 1994 - 2001  
 1984-1994

- Managing director Agricultural Vocational Education and Adult Education; Doetinchem;

- Project manager: Renewing the educational methodology; Boxtel; 1977-1983

- Teacher (Soil Science and Fertilising); Agricultural College, Boxtel, NL; 1976-1984

- Staff member International College; Barneveld College; 1976

**B.3 OTHER EU GRANTS**

Other European Union grants received by the applicant organisation in the past 3 years.

Start year	Programme or Initiative	Agreement number	Project title



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**B.3.BIS FOLLOW UP**

Is the organisation involvement the result of Contact Seminars / Preparatory Visits?

Type of visit	<input type="checkbox"/> Preparatory visit <input type="checkbox"/> Contact seminar
Agreement number(s)	

**B.4 INVOLVEMENT IN OTHER APPLICATIONS**

Details of other LLP applications in this selection year in which the institution / organisation is involved:

Project type	Acronym	Project title	Applicant organisation



## A. INSTITUTION / ORGANISATION

### A. 1 ORGANISATION

Role in the application	PA-CORE	<b>P<sub>2</sub></b>	
Full legal name	Syntra-Limburg		
in latin characters			
Acronym			
Legal address	Herkenrodestraat 20		
Postal code	3600	Town	Genk (Bokrijk)
Country	BELGIUM	Region	Prov. Limburg (B)
Website			
Telephone 1	0032 - 11 28 60 50	Telephone 2	
Fax	0032 - 11 87 43 11		

### A. 2 LEGAL REPRESENTATIVE

Title		<b>Position</b>	Directeur-Afgevaardigd bestuurder
<b>Family name</b>	Vanstipelen	<b>First name</b>	Dirk
<b>Work Address</b>	Herkenrodestraat 20		
<b>Email</b>	guido.houben@syntra-limburg.be		
<b>Postcode</b>	3600	<b>City</b>	Genk (Bokrijk)
<b>Country</b>	BELGIUM	<b>Region</b>	Prov. Limburg (B)

### A. 3 CONTACT PERSON

Title	Mrs.	<b>Position</b>	Director Communication
<b>Family name</b>	Venken	<b>First name</b>	Chris



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<b>Email</b>	chris.venken@syntra-limburg.be	<b>Telephone</b>	0032 - 11 28 60 50
<b>Work Address</b>	Herkenrodestraat 20		
<b>Postcode</b>	3600	<b>City</b>	Genk (Bokrijk)
<b>Country</b>	BELGIUM	<b>Region</b>	Prov. Limburg (B)

## B. ORGANISATION AND ACTIVITIES

### B.1 CLASSIFICATIONS

<b>Legal status</b>	<input checked="" type="checkbox"/> Private	<input type="checkbox"/> Public
<b>Commercial orientation</b>	<input type="checkbox"/> Profit	<input checked="" type="checkbox"/> Non profit
<b>Organisation size</b>	51-250	
<b>Organisation type</b>	Vocational training school, centre or organisation	
<b>Economic sector</b>	Post-secondary non-tertiary education	

### B.2 OBJECTIVES AND ACTIVITIES OF THE ORGANISATION

#### B.2.A EUROPEAN QUESTIONS

General description of the organisation: size, scope of work, areas of specific expertise and competence in relation to the project proposed

SYNTRA Limburg organises practical training (over hundred different courses) in all vocation sectors. There are 1500 teachers (on a temporary contractual basis) and over 90 full time/part-time employees. Syntra has been accredited by the Flemish Government / the Flemish Agency for entrepreneurship. Yearly SYNTRA Limburg has over 3000 participants in these courses.

Syntra is highly flexible and entrepreneurs or employees that cannot find the course of their choice can even apply for a tailor made course.

Role of the participant organisation in the proposed project

Syntra is the transfer partner, which makes experience and materials available for the partnership. Syntra participates in workmeetings, gives advice about the adapted programs of partners, but also on acquisition and execution of the program by the training partners.

Skills and expertise of key staff involved in the project

Employees of Syntra have built up their program for business transfers and have experience with business transfers. They have a number of employees who are suitable for the transfer of the program, experiences and to discuss their approach with the partnership.



### **B.3 OTHER EU GRANTS**

Other European Union grants received by the applicant organisation in the past 3 years.

Start year	Programme or Initiative	Agreement number	Project title

### **B.3.BIS FOLLOW UP**

Is the organisation involvement the result of Contact Seminars / Preparatory Visits?

Type of visit	<input type="checkbox"/> Preparatory visit <input type="checkbox"/> Contact seminar
Agreement number(s)	

### **B.4 INVOLVEMENT IN OTHER APPLICATIONS**

Details of other LLP applications in this selection year in which the institution / organisation is involved:

Project type	Acronym	Project title	Applicant organisation



## A. INSTITUTION / ORGANISATION

### A. 1 ORGANISATION

Role in the application	PA-CORE		<b>P<sub>3</sub></b>
Full legal name	European Forum of Technical and Vocational Education and Training		
in latin characters			
Acronym			
Legal address	Rue de la Concorde		
Postal code	1050	Town	BRUSSELS
Country	BELGIUM	Region	Région de Bruxelles Capitale
Website			
Telephone 1	+32-2511 0740	Telephone 2	
Fax			

### A.2 LEGAL REPRESENTATIVE

Title	Mr.	<b>Position</b>	President
<b>Family name</b>	Hodgson	<b>First name</b>	Peter
<b>Work Address</b>	Rue de la Concorde		
<b>Email</b>	peter.hodgson@nortcoll.ac.uk		
<b>Postcode</b>	1050	<b>City</b>	BRUSSELS
<b>Country</b>	BELGIUM	Region	Région de Bruxelles Capitale

### A.3 CONTACT PERSON

Title	Mr.	<b>Position</b>	President
<b>Family name</b>	Hodgson	<b>First name</b>	Peter



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<b>Email</b>	peter.hodgson@nortcoll.ac.uk	<b>Telephone</b>	+32 - 2 511 07 40
<b>Work Address</b>	Rue de la Concorde		
<b>Postcode</b>	1050	<b>City</b>	BRUSSELS
<b>Country</b>	BELGIUM	<b>Region</b>	Région de Bruxelles Capitale

**B. ORGANISATION AND ACTIVITIES**

**B.1 CLASSIFICATIONS**

Legal status	<input checked="" type="checkbox"/> Private	<input type="checkbox"/> Public
Commercial orientation	<input type="checkbox"/> Profit	<input checked="" type="checkbox"/> Non profit
Organisation size	1 - 20 people	
Organisation type	Association of VET institutions, organisations, schools or providers	
Economic sector	Technical and vocational secondary education	

**B.2 OBJECTIVES AND ACTIVITIES OF THE ORGANISATION**

**B.2.A EUROPEAN QUESTIONS**

General description of the organisation: size, scope of work, areas of specific expertise and competence in relation to the project proposed

The principal aim of EFVET is to provide a transnational framework to support collaborative actions aimed at enhancing and improving technical and vocational education and training, to facilitate networking and partnerships, to stimulate creation of collaborative projects and thematic networks, to enable promotion and dissemination of innovative measures and transnational projects and to give support to vocational education in every sense. Through EFVET there is immediate access to colleagues across Europe committed to collaboration with similar interests and concerns and the ability to make your views known to the European Commission and others responsible for European TVET (technical and vocational education and training) policy.

The project Business Transfer may make use of the facilities of the Europe-wide network:

- \* A European Information Bulletin.
- \* An EFVET Newsletter
- \* Seminars, workshops, annual international conference.

Role of the participant organisation in the proposed project



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The role of EFVET is particularly encountered in the dissemination and valorisation of interim and final results via the available communication channels to the joined European members (1500 colleges). It is not only a matter of the possibility to use the website, but also having the opportunity to give workshops during its yearly conferences and to come into direct contact with target groups.

The special role for EFVET in this project is the role of disseminator. The project may make use of the yearly conference of EFVET, and the possibility to organise workshops on this theme for the members and apply the newsletter for information purposes. EFVET contributes in the preparation and presentation of the final report.

**Skills and expertise of key staff involved in the project**

Mr Peter Hodgson

Personal Qualifications:

A' Levels - Geography , History and British Constitution; Bachelor of Arts with honours (2nd class honours 2.1) in Business Studies (specialisation in Marketing) Hatfield Polytechnic; Post Graduate Diploma in National and Regional Economic Planning. Architectural Association

Key Strengths:

Excellent managerial and interpersonal skills; Highly motivated, enthusiastic and conscientious; Good communicative and presentational skills; Works well under pressure and as part of the team; High degree of integrity.

Career Summary

Norton Radstock College: Senior Manager (in many different roles over the years – Government training schemes, marketing, MIS, Planning and Development – external funding

Warrington New Town Development Corporation: Senior Social Planning Officer

Empire Builder Ltd : Senior Social Planning Officer

Warrington Development Corporation: Director – self-employed

Social Planning Officer

AGB Ltd: Research Officer

**STATEMENT OF ACHIEVEMENTS**

Achievements in Further Education over the last few years are closely linked to the achievements of the college. Some of those to which I have personally contributed are:

- The long term strategic direction and planning for the College
- The establishment of collaborative partnerships with other stakeholders – LEA, Schools, Voluntary sector and community in its widest sense.
- Representing the College on a wide range of local and national forums eg: Norton Radstock Regeneration Company as Director and member of the Board and Representative on the Association of Colleges International Management Board
- Managing the delivery of learn direct through new High Street Learning Centres
- Co-ordinating College employer re-engagement initiatives through the NTI Centre
- Liaison with Regional Development Agency, Business Link , Government Office, LLSC and other stakeholders
- President of the European Forum for Technical and Vocational Education and Training
- Representative of European Vocational Education and Training (VET) Colleges on the working party for future objectives in European VET policy and development working with the European Commission
- Director, Norton Radstock Regeneration Company Ltd
- Member of the AoC International Management Committee and two of its sub groups – European and International Development and the International Consultancy Group.

**B.3 OTHER EU GRANTS**



Other European Union grants received by the applicant organisation in the past 3 years.

Start year	Programme or Initiative	Agreement number	Project title

**B.3.BIS FOLLOW UP**

Is the organisation involvement the result of Contact Seminars / Preparatory Visits?

Type of visit	<input type="checkbox"/> Preparatory visit <input type="checkbox"/> Contact seminar
Agreement number(s)	

**B.4 INVOLVEMENT IN OTHER APPLICATIONS**

Details of other LLP applications in this selection year in which the institution / organisation is involved:

Project type	Acronym	Project title	Applicant organisation



## A. INSTITUTION / ORGANISATION

### A. 1 ORGANISATION

Role in the application	PA-CORE		<b>P<sub>4</sub></b>
Full legal name	Berufsfoerderungswerk Nuernberg Gmbh		
in latin characters			
Acronym			
Legal address	Schleswigerstr. 101		
Postal code	90427	Town	Nürnberg (Nuremberg)
Country	GERMANY	Region	Mittelfranken
Website	www.bfw-nuernberg.de		
Telephone 1	0049 911 938 7492	Telephone 2	
Fax	0049 911 938 7403		

### A.2 LEGAL REPRESENTATIVE

Title	Mr.	<b>Position</b>	Director
<b>Family name</b>	Eggerer	<b>First name</b>	Reiner
<b>Work Address</b>	Schleswigerstr. 101		
<b>Email</b>	heinrich.moethe@bfw-nuernberg.de		
<b>Postcode</b>	90427	<b>City</b>	Nürnberg (Nuremberg)
<b>Country</b>	GERMANY	<b>Region</b>	Mittelfranken

### A.3 CONTACT PERSON

Title	Mr.	<b>Position</b>	Coordinator Internationalisation
<b>Family name</b>	Moethe	<b>First name</b>	Heinrich
<b>Email</b>	heinrich.moethe@bfw-	Telephone	0049 911 938 7492



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	nuernberg.de		
<b>Work Address</b>	Schleswigerstr. 101		
<b>Postcode</b>	90427	<b>City</b>	Nürnberg (Nuremberg)
<b>Country</b>	GERMANY	<b>Region</b>	Mittelfranken

## B. ORGANISATION AND ACTIVITIES

### B.1 CLASSIFICATIONS

Legal status	<input checked="" type="checkbox"/> Private	<input type="checkbox"/> Public
Commercial orientation	<input type="checkbox"/> Profit	<input checked="" type="checkbox"/> Non profit
Organisation size	51-250	
Organisation type	Centre for vocational guidance and counselling	
Economic sector	Post-secondary non-tertiary education	

### B.2 OBJECTIVES AND ACTIVITIES OF THE ORGANISATION

#### B.2.A EUROPEAN QUESTIONS

General description of the organisation: size, scope of work, areas of specific expertise and competence in relation to the project proposed

The Berufsfoerderungswerk (BFW) Nuernberg was founded in 1977 and offers a wide range of vocational qualification in government recognized occupations (actually more than 20) at its center in Nuremberg and in 13 branch offices. More than 8000 successful graduates got an employment in the first labour market. In addition to this core-business the BFW offers courses leading directly back to the labour market and tailor-made training and coaching for handicapped persons with special needs. A few years ago we started collaborations with SME's to qualify their employees. To enlarge our portfolio and to improve the quality of our offerings we concentrate on a variety of important problems, e.g. the demographical change. At present more than 1000 participants are learning with us. The staff consists of about 250 persons.

Role of the participant organisation in the proposed project

The BFW Nuernberg is partner, contributes to the curriculum development based on the transfer partner, analysis of local needs, acquisition of participants, testing the adapted program, establishing local cooperation/networking, presentation exploitation plan, organise workshop and attend seminars/meetings to spread information (to publish the project results (web, article, presentations), website evaluation. Also it attends the meetings of the project partners. It will offer their experiences as vocational provider for people with special needs. An important point is the network of the BFW Nuremberg. BFW accepts the obligations as presented in the project plan.

Skills and expertise of key staff involved in the project



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Mr. Heinrich Moethe: currently working at Berufsförderungswerk Nürnberg (Vocational education and training) taking care for: instructor, human resource development, coordinator of European project of the institute.

Education: master of philosophy.

Mrs. Lilli Maierhofer: currently working at Berufsförderungswerk Nürnberg (dep. Qualifying and integration; Business Education) taking care for: instructor/trainer (re-integration); teaching commercial knowledge and practice, profiling and coaching, trainer for application for employment, senior lecturer.

Education: diplom betriebswirtin (Master of Business Administration), accounting and controlling, economic and social systems and training on the job.

Has communication skills, team worker, and has an open mind. Has a flexible and cooperative attitude.

She is an organiser, time manager and planner of manpower.

### B.3 OTHER EU GRANTS

Other European Union grants received by the applicant organisation in the past 3 years.

Start year	Programme or Initiative	Agreement number	Project title

### B.3.BIS FOLLOW UP

Is the organisation involvement the result of Contact Seminars / Preparatory Visits?

Type of visit	<input type="checkbox"/> Preparatory visit <input type="checkbox"/> Contact seminar
Agreement number(s)	

### B.4 INVOLVEMENT IN OTHER APPLICATIONS

Details of other LLP applications in this selection year in which the institution / organisation is involved:

Project type	Acronym	Project title	Applicant organisation



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**A. INSTITUTION / ORGANISATION**

**A. 1 ORGANISATION**

Role in the application	PA-CORE	<b>P5</b>	
Full legal name	Kauno Regioninis Inovaciju Centras		
in latin characters	Kaunas Regional Innovation Centre		
Acronym			
Legal address	K.Petrausko str. 26-221		
Postal code	44158	Town	KAUNAS
Country	LITHUANIA	Region	Lietuva
Website	www.ic.ktc.lt		
Telephone 1	+37 03 73 33 036	Telephone 2	
Fax	+37 037 33 33 23		

**A. 2 LEGAL REPRESENTATIVE**

Title	Mrs.	<b>Position</b>	Director
<b>Family name</b>	Velykiene	<b>First name</b>	Birute
<b>Work Address</b>	K.Petrausko str. 26-221		
<b>Email</b>	vaiva@ktc.lt		
<b>Postcode</b>	44158	<b>City</b>	KAUNAS
<b>Country</b>	LITHUANIA	<b>Region</b>	Lietuva

**A. 3 CONTACT PERSON**

Title	Mrs.	<b>Position</b>	-
<b>Family name</b>	Kelmelyte	<b>First name</b>	Vaiva
<b>Email</b>	vaiva@ktc.lt	Telephone	+37 03 73 33 036



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<b>Work Address</b>	K.Petrausko str. 26-221		
<b>Postcode</b>	44158	<b>City</b>	KAUNAS
<b>Country</b>	LITHUANIA	<b>Region</b>	Lietuva

**B. ORGANISATION AND ACTIVITIES**

**B.1 CLASSIFICATIONS**

Legal status	<input type="checkbox"/> Private	<input checked="" type="checkbox"/> Public
Commercial orientation	<input type="checkbox"/> Profit	<input checked="" type="checkbox"/> Non profit
Organisation size	1 - 20 people	
Organisation type	Other Body providing guidance and information on LLP	
Economic sector	Other education	

**B.2 OBJECTIVES AND ACTIVITIES OF THE ORGANISATION**

**B.2.A EUROPEAN QUESTIONS**

General description of the organisation: size, scope of work, areas of specific expertise and competence in relation to the project proposed

KRIC is a public non-profit organisation aiming at promoting innovation in Lithuania, technology transfer from research to business, and development of innovative companies in the Kaunas region.

KRIC has over 10 years of experience in the development of innovation, the marketing of new technologies, and matching technology supply and demand. KRIC aims at initiating technology transfer processes, by stimulating the participation of SMEs in national and international programs of innovation. In addition, KRIC supports SMEs in various projects and events and by providing training and technical support to improve their innovation management skills. KRIC is one of the two Innovation Centres currently operating in Lithuania that provide innovation support services to SMEs and play an important role as intermediary between science and business.

KRIC offers a wide variety of services, such as consultations and training on: business planning, establishment and development; subjects related to company activities (finance, marketing, etc.); technology transfer; innovation management; international project management; partner search, R&D and other projects; organisation of conferences and seminars on innovation issues; moreover, KRIC also represents companies at exhibitions in Lithuania and abroad and participates in national and international projects (Leonardo da Vinci, FP7).

This service is a practical, rapid and effective online usage that well matches the growing requirements of today's information society, is free of charge, and seeks to stimulate the collaboration between companies, business and scientific organizations. KRIC is partner in a number of national and international projects and has a wide communication network within Lithuania and Europe. KRIC therefore has exceptional capacities to carry out the dissemination of scientific competence, and stimulate collaboration and business development.

KRIC is experienced in the development of action programmes and strategies. KRIC has participated in a number of EU projects addressing innovation culture, technology transfer, business development, innovation management and support.

KRIC is sharing their experience in: preparing proposals, participating and implementing national and international projects (Leonardo da Vinci program, 6th and 7th Framework program, etc.); organising training courses, seminars, conferences on innovation issues and represents LT in exhibitions, studies and researches.



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Role of the participant organisation in the proposed project

KRIC is partner, contributes to the curriculum development based on the information of the transfer partner, analysis of local needs, acquisition of participants, testing of the adapted program, establishing local cooperation/networking, presentation exploitation plan (for the future), organises workshops and attends seminars/meetings to spread information among SME's, website evaluation. KRIC also attends the meetings of the project partners. KRIC will offer its experiences as development provider for people in the SME segment. KRIC fulfills its obligations as presented in the project plan

Skills and expertise of key staff involved in the project

VELYKIENE, Birute, director at KRIC and responsible for company management; consultations to businesses and scientists on managerial and innovation issues; organisation of technology transfer; development of strategic innovation and regional development documents; participation in international events and activities on innovation policy and practices (conferences, associations, networks).

He has worked at the Kaunas University of Technology Innovation and Information Office (from 1994 to 2002 called Kaunas University of Technology Innovation Centre).

Education: PhD student in Social Sciences; Master of Management (Innovation management, project management, marketing, business management); Attended a continuing course „Knowledge economy“ at the Institute of Europe, Kaunas University of Technology (2005) and the course „Development of Emotional Intellect“ (2006)

Good communication, teamwork, audience management abilities developed during special courses, experienced in project management, self-discipline.

Klimasauskiene, Ruta: employed at Kaunas Regional Innovation Centre (dept. Technological University of Innovation and Information); responsible for Coordination of national and international projects, organization and delivery of seminars, organization of partnerships events, technology transfer, conducting market surveys, consultations for business and scientists on innovation management, marketing, transfer since 2005.

Coordination and supervision of qualification courses delivered in different departments of the university, improvement of qualification courses' regulations and web-based database, consultations on qualification courses delivering, marketing and promotion of courses in exhibitions, promotion of innovations and new technologies developed in university, presentation of innovations in exhibitions

Education: Doctor of social sciences; Innovation management, knowledge management, knowledge conversion into innovation, transfer of social innovations, research methodology, philosophy of education, philosophy of culture

Master degree in educational sciences (summa cum laude). Presented 5 conference presentations and published 5 publications in scientific journals on various aspects of innovation management.

Social skills and competencies on high level, like working with different people, working in positions where communication is important, handling situations where teamwork is essential, positive attitude, sense of humour.

**B.3 OTHER EU GRANTS**

Other European Union grants received by the applicant organisation in the past 3 years.

Start year	Programme or Initiative	Agreement number	Project title



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**B.3.BIS FOLLOW UP**

Is the organisation involvement the result of Contact Seminars / Preparatory Visits?

Type of visit	<input type="checkbox"/> Preparatory visit <input type="checkbox"/> Contact seminar
Agreement number(s)	

**B.4 INVOLVEMENT IN OTHER APPLICATIONS**

Details of other LLP applications in this selection year in which the institution / organisation is involved:

Project type	Acronym	Project title	Applicant organisation



## A. INSTITUTION / ORGANISATION

### A. 1 ORGANISATION

Role in the application	PA-CORE			<b>P<sub>6</sub></b>
Full legal name	Stichting Bevordering Plattelandsvernieuwing Europa			
in latin characters	Foundation Stimulation Rural Development in Europe			
Acronym				
Legal address	Estersveldlaan 76			
Postal code	NL 5361 HV	Town	GRAVE	
Country	NETHERLANDS	Region	Noord Brabant	
Website	-			
Telephone 1	+31-486 47 40 64	Telephone 2		
Fax	+31-73 65 60 581			

### A. 2 LEGAL REPRESENTATIVE

Title	Mrs.	<b>Position</b>	secretary of the foundation	
<b>Family name</b>	Nijsten	<b>First name</b>	Tanja	
<b>Work Address</b>	Estersveldlaan 76			
<b>Email</b>	b.nijsten@home.nl			
<b>Postcode</b>	NL 5361 HV	<b>City</b>	GRAVE	
<b>Country</b>	NETHERLANDS	<b>Region</b>	Noord Brabant	

### A. 3 CONTACT PERSON

Title	Mrs.	<b>Position</b>	secretary of the foundation	
<b>Family name</b>	Nijsten	<b>First name</b>	Tanja	
<b>Email</b>	b.nijsten@home.nl	Telephone	+31-486 47 40 64	



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<b>Work Address</b>	Estersveldlaan 76		
<b>Postcode</b>	NL 5361 HV	<b>City</b>	GRAVE
<b>Country</b>	NETHERLANDS	<b>Region</b>	Noord Brabant

## B. ORGANISATION AND ACTIVITIES

### B.1 CLASSIFICATIONS

Legal status	<input checked="" type="checkbox"/> Private	<input type="checkbox"/> Public
Commercial orientation	<input type="checkbox"/> Profit	<input checked="" type="checkbox"/> Non profit
Organisation size	1 - 20 people	
Organisation type	Non-profit organisation, NGO, voluntary body	
Economic sector	Other education	

### B.2 OBJECTIVES AND ACTIVITIES OF THE ORGANISATION

#### B.2.A EUROPEAN QUESTIONS

General description of the organisation: size, scope of work, areas of specific expertise and competence in relation to the project proposed

The foundation maintains contacts with agricultural colleges, providing these with information and ideas for the development of innovative activities in the rural districts.  
 Cooperation to execute environmental project in close collaboration with rural organisations and VET / Agricultural colleges.

Role of the participant organisation in the proposed project

BPE will develop and maintain the project web site, take care for monthly updates during the full project period and maintains the site after finishing the project during at least 3 years (after closing date).  
 Reports, modules, newsletters, partner information and project information will be presented in an orderly and structured website.  
 Fulfills the obligations as presented in the project plan.

Skills and expertise of key staff involved in the project

Tanja Nijsten  
 Education:  
 HAVO, 1985-1991, certificate of qualification  
 Courses: Dutch, English, French, German, Math and Business management



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DOC-Doetinchem, 1991-1992, Secretary, certificate of qualification  
 Course MBA, certificate of qualification  
 Courses: Business economics and administration, Statistics and Fiscal  
 Course Digital Financial, Exact, certificate of qualification  
 Work:  
 Several companies via employment agencies: administration  
 Agricultural University of Applied Sciences: administration  
 School for education for local authorities: financial administration  
 European Educative Projects BV (EEP BV): financial and project administration of Leonardo da Vinci projects (E-Business, City Guides, VPL-1, Managing Diversity (VPL-2), Studentstarter) and European Social Fund.  
 Hormes Hout & Plaat: financial administration.

**B.3 OTHER EU GRANTS**

Other European Union grants received by the applicant organisation in the past 3 years.

Start year	Programme or Initiative	Agreement number	Project title

**B.3.BIS FOLLOW UP**

Is the organisation involvement the result of Contact Seminars / Preparatory Visits?

Type of visit	<input type="checkbox"/> Preparatory visit <input type="checkbox"/> Contact seminar
Agreement number(s)	

**B.4 INVOLVEMENT IN OTHER APPLICATIONS**

Details of other LLP applications in this selection year in which the institution / organisation is involved:

Project type	Acronym	Project title	Applicant organisation



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Onderwijs en Cultuur

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## A. INSTITUTION / ORGANISATION

### A. 1 ORGANISATION

Role in the application	PA-CORE		<b>P7</b>
Full legal name	Escola Superior de Educação do Instituto Politécnico do Porto		
in latin characters			
Acronym			
Legal address	Rua Dr. Roberto Frias 712		
Postal code	4200-465	Town	PORTO
Country	PORTUGAL	Region	Norte
Website	www.ipp.pt		
Telephone 1	225 571 000	Telephone 2	
Fax	225 020 772		

### A. 2 LEGAL REPRESENTATIVE

Title	Mrs.	<b>Position</b>	International Relations Responsible for IPP
<b>Family name</b>	Pinho	<b>First name</b>	Maria Inês
<b>Work Address</b>	Rua Dr. Roberto Frias 712		
<b>Email</b>	inespinho@ese.ipp.pt		
<b>Postcode</b>	4200-465	<b>City</b>	PORTO
<b>Country</b>	PORTUGAL	<b>Region</b>	Norte

### A. 3 CONTACT PERSON

Title	Mrs.	<b>Position</b>	International Relations Responsible for IPP
<b>Family name</b>	Pinho	<b>First name</b>	Maria Inês



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<b>Email</b>	inespinho@ese.ipp.pt	<b>Telephone</b>	225 571 000
<b>Work Address</b>	Rua Dr. Roberto Frias 712		
<b>Postcode</b>	4200-465	<b>City</b>	PORTO
<b>Country</b>	PORTUGAL	<b>Region</b>	Norte

## B. ORGANISATION AND ACTIVITIES

### B.1 CLASSIFICATIONS

Legal status	<input type="checkbox"/> Private	<input checked="" type="checkbox"/> Public
Commercial orientation	<input type="checkbox"/> Profit	<input checked="" type="checkbox"/> Non profit
Organisation size	51-250	
Organisation type	University or higher education institutions	
Economic sector	Higher education	

### B.2 OBJECTIVES AND ACTIVITIES OF THE ORGANISATION

#### B.2.A EUROPEAN QUESTIONS

General description of the organisation: size, scope of work, areas of specific expertise and competence in relation to the project proposed

The Institute of Accounting and Administration of Porto (ISCAP) belongs to one of Portugal's largest and most prestigious public Polytechnic Institutes, the Polytechnic Institute of Porto (IPP). Located in S. Mamede de Infesta (Matosinhos), very close to IPP Campus, it offers its 4,000-strong student population a range of innovative undergraduate and graduate programmes in Accounting, International Commerce, Marketing, Business Communication, and Administrative Assistance and Translation. Over the years, ISCAP has considerably extended its international network and has developed exchange programmes for students and teaching staff with more than 30 partners in Europe, under the Socrates and Leonardo Frameworks.

The number of outgoing and incoming students (both Erasmus and free-mover) has increased significantly over the years. Besides, during our International Weeks we welcome visiting lecturers and our partners' representatives, which has contributed to the "Internationalisation at Home" process and the establishment of enduring academic and scientific bonds amongst lecturers and researchers.

At ISCAP, we take both the academic and personal needs of our international students and lecturers very seriously, and we continually strive to provide you with a dynamic and stimulating teaching and learning environment.

Role of the participant organisation in the proposed project

IPP / ISCAP is a partner and contributes to the curriculum development based on the information of the transfer partner, analysis of local needs under organisations of entrepreneurs, acquisition of participants, testing of the adapted program, establishing local cooperation/networking, presentation exploitation plan (for the future), and



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organises workshops and attends seminars/meetings to spread information among SME's (to publish the project results (web, article, presentations),, website evaluation. IPP also attends the meetings of the project partners. It will offer their experiences as development provider for people in the SME segment. Fulfills the obligations as presented in the project plan.

Skills and expertise of key staff involved in the project

Paulino Manuel, 1974, master degree in Business Management, PhD student in Management and with specialisation in accounting.  
 Since 2003 lecturer at ISCAP - Porto Polytechnic Insitute, School of Accounting and Administration.  
 Research interest: management accounting, control systems, activity based costing, etc. Tutoring students (from Polans, Belgium, Greece, Finland) i.e. in the Erasmus program.  
 Has published articles and presented papers on management and accounting subjects. (refer to attached cv).

Alcina A. de Sena has a degree in economics from the university of Porto, master in accounting and management.  
 From 2005 employed at the Private University of Health Sciences in the function of Quality, Audit and Project Manager. Executes teaching activities since 1998 at the Superior institute of accounting and management of Porto, ISCAP.

**B.3 OTHER EU GRANTS**

Other European Union grants received by the applicant organisation in the past 3 years.

Start year	Programme or Initiative	Agreement number	Project title

**B.3.BIS FOLLOW UP**

Is the organisation involvement the result of Contact Seminars / Preparatory Visits?

Type of visit	<input type="checkbox"/> Preparatory visit <input type="checkbox"/> Contact seminar
Agreement number(s)	

**B.4 INVOLVEMENT IN OTHER APPLICATIONS**

Details of other LLP applications in this selection year in which the institution / organisation is involved:



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## C. PRESENTATION OF THE PROPOSAL

### C.1 GENERAL INFORMATION

Before completing this form, please read the relevant sections in the Lifelong Learning Programme Guide 2009 and the 2009 Call for Proposals published by the European Commission and by your National Agency, which contain additional information on closing dates, National Agency addresses to which the application must be sent, and specific priorities for that year. Links to these documents and further information can be found on the Lifelong Learning Programme website:

[http://ec.europa.eu/education/llp/doc848\\_en.htm](http://ec.europa.eu/education/llp/doc848_en.htm)

This application form should be completed by the applicant of the proposed Transfer of Innovation project, in cooperation with the planned partners. The application must be submitted to the National Agency of the country of the applicant by 27 February 2009. Please check on the website of the responsible National Agency in which form and to which address the application must be submitted. Use the "Eligibility check-list" in section C.6 below before sending your application.

### C.2 RELEVANCE TOWARDS THE OBJECTIVES OF THE PROGRAMME AND THE PRIORITIES OF THE CALL FOR PROPOSALS

Please select from the following, the strategic issues that your proposal addresses within the Programme. Select only those that are relevant to your planned activities and, for each one selected, provide a concise explanation of the way(s) in which the issue is addressed in your plans. Please note that only the relevant Leonardo da Vinci priorities are listed below. Which objective(s) of the Programme does your proposal address? (Please refer to the Call for Proposals 2009 and the LLP Guide 2009)

<input type="checkbox"/>	<b>To support participants in training and further training activities in the acquisition and the use of knowledge, skills and qualifications to facilitate personal development (LEO-SpObj-a)</b>
<input checked="" type="checkbox"/>	To support improvements in quality and innovation in vocational education and training systems, institutions and practices (LEO-SpObj-b)
<input type="checkbox"/>	To enhance the attractiveness of vocational education and training and mobility for employers and individuals and to facilitate the mobility of working trainees (LEO-SpObj-c)

#### C.2.2 PROGRAMME OPERATIONAL OBJECTIVES

Which of the following operational objectives does your proposal address? Please tick at least one of the boxes (Please refer to the Call for Proposals 2009 and the LLP Guide 2009 for further clarification).

<input type="checkbox"/>	<b>To improve the quality and to increase the volume of mobility throughout Europe of people involved in initial vocational education and training and in continuing training, so as to increase placements in enterprises to at least 80.000 per year by the end of the LLP (LEO-OpObj-1)</b>
<input checked="" type="checkbox"/>	To improve the quality and to increase the volume of co-operation between institutions or organisations providing learning opportunities, enterprises, social partners and other relevant bodies throughout Europe



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	(LEO-OpObj-2)
<input type="checkbox"/>	To facilitate the development of innovative practices in the field of vocational education and training other than at tertiary level, and their transfer, including from one participating country to others (LEO-OpObj-3)
<input type="checkbox"/>	To improve the transparency and recognition of qualifications and competences, including those acquired through non-formal and informal learning (LEO-OpObj-4)
<input type="checkbox"/>	To encourage the learning of modern foreign languages (LEO-OpObj-5)
<input type="checkbox"/>	To support the development of innovative ICT-based content, services, pedagogies and practice for lifelong learning (LEO-OpObj-6)

**C.2.3 EUROPEAN PRIORITIES OF LEONARDO DA VINCI**

**Which priority in the Call for Proposals 2009 does your proposal address? (Please indicate only one priority)**

<input type="checkbox"/>	<b>Priority 1: Transparency and recognition of competences and qualifications (LEO-TraInno-1)</b>
<input checked="" type="checkbox"/>	Priority 2: Developing the quality and attractiveness of VET systems and practices (LEO-TraInno-2)
<input type="checkbox"/>	Priority 3: Developing the skills and competences of VET teachers, trainers and tutors (LEO-TraInno-3)
<input type="checkbox"/>	Priority 4: Develop Vocational Skills considering the labour market needs (LEO-TraInno-4)
<input type="checkbox"/>	Priority 5: Raising competence levels of groups at risk (LEO-TraInno-5)

**Please explain how you will address the selected general objective(s) (C.2), the operational objective(s) (C.2.2) and the European priorities (C.2.3):**

Improvements in quality & innovation:  
 The lack of training offer of VET and Institutes of Higher Education (HE) for entrepreneurs aiming to transfer their business within or outside the family is a missing opportunity of education. The European BT-program aims to support these institutes (and other training institutes) to improve and to extent their training offer and to stimulate the cooperation with business and supporting organizations.

Quality & volume of cooperation:  
 In this project partners, and in special the training partners establish local/regional collaboration of organizations of SME's, education, accountants, lawyers, notaries and other relevant and involved experts. These so-called platforms may form a sustainable cooperation between the participants in these groups. Also after finishing this project it is aimed that the cooperation continues and even extends.

Priority 2: Developing the quality and attractiveness of VET systems and practices (LEO-TraInno-2)  
 The results of the project will be presented to VET and Higher Education institutes (and involved bodies) and will be free available for institutes. So we aim to fill the gap between entrepreneurship (well educated in VET/HE) and transfer of business which has almost only attention of (expensive) consultants, accountants, etc.  
 This extension of the educative program of the VET colleges may stimulate parent-entrepreneurs to participate in (general) training and preparation of business transfer and may make contact with potential successors.



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**C.2.4 CONTRIBUTION TO NATIONAL PRIORITIES**

Which national priorities (as published on the website of the National Agency) does your proposal address?

- governance and attractiveness of VET systems
- Meer aandacht voor ondernemerschap in het beroepsonderwijs realiseren

Please explain how you will address these specific national priorities.

In vocational education is (almost) no attention for transfer of a business, within the family or outside. There is however a lot of attention for entrepreneurship.  
 To support and to stimulate the interest of VET (and also Higher Education) we import the BT program from Belgium, the partners adapt and improve where and when necessary and test the program. These test will be evaluated and the results applied to improve the European BT program.  
 Distribution and presentation of the results to the target groups may result in extension of the educational program.

**C.2.5 HORIZONTAL ISSUES**

Which of the following issues does your proposal address directly? Please tick at least one of the boxes:

<input type="checkbox"/>	Promoting an awareness of the importance of cultural and linguistic diversity within Europe, as well as of the need to combat racism, prejudice and xenophobia (Div)
<input type="checkbox"/>	Cultural and linguistic diversity (CulDiv)
<input type="checkbox"/>	Fight against racism and xenophobia (RacXen)
<input type="checkbox"/>	Making provision for learners with special needs, and in particular by helping to promote their integration into mainstream education and training particular by helping to promote their integration into making provision for learners with special needs, and in particular by helping to promote their integration into mainstream education and training (SpecNeed)
<input type="checkbox"/>	Promoting equality between men and women and contributing to combating all forms of discrimination based on sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation contributing to combating all forms of discrimination based on sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation (Discr)
<input type="checkbox"/>	Equal opportunities men and women (Equal)
<input type="checkbox"/>	Sexual discrimination, orientation (SexDis)
<input type="checkbox"/>	Racial or ethnic origin (RacEth)
<input type="checkbox"/>	Age (Age)



### C.3 PROJECT DESCRIPTION

Total numbers of partners including applicant	Total number of countries involved:	Total project costs, Euro	Total Community grant requested, Euro
8	5	403 660,00	300 000,00

#### C.3.1 WHY IS THIS PROJECT NECESSARY?

Explain the rationale of and background to the project by describing the problems or needs that it seeks to address (current situation in the countries involved, previous or preparatory work in the domain, the results of any needs analysis undertaken). Outline the main (published) indicators that illustrate these needs and include references to any declared national or international political priority in this area if relevant.

Education has paid little attention to Business Transfer (BT), does not offer guidance to students and parents-entrepreneurs and has (almost) no BT training programs. VET and HE colleges are little aware of the situation that their students may intend to take over the business of their parents. Already in 2003 DG XI-Enterprise (EU2003, EU2005; refer to list with references) published the results of a public consultation on the green paper, which emphasises developing and offering more training for entrepreneurs, paying special attention to the target group successors (the success is often bigger with BT than starting a new company), and to motivate employees to become enterprise successor. Figures are scarce and often not available. Preliminary research in The Netherlands showed that only 16% of the VET institutes (secondary level) offer some kind of guidance. An exception must be made for the agricultural sector that pays much attention to business transfer (i.e. within the family).

Most guidance is being provided by consultancy organisations. Ageing, heavy competition, required initiatives and investments for innovation and lack of successors cause many SME's in The Netherlands and in Europe to close down. The consequences are decreasing employability, loss of capital, and often loss of income. Almost 50% of companies that stop could be transferred with success regarding their position in the market but only 13% of this group actually tries to sell the company! Dutch and European research reports (refer to attached references) show that every year over 600.000 companies close down in Europe. It has also been proven that starters who have taken over a business have more success than new businesses; the transferred businesses grow faster, acquire more staff, invest in innovation and are more sustainable. Despite these outcomes the interest for Business Transfer is smaller than for starting up a new business (refer to list with references).

Entrepreneurs are very reserved to ask for training and guidance because the transfer process is a very emotional process and entrepreneurs are afraid that competitors make use (or misuse) of their situation. (refer to the attached report).

#### C.3.2 AIMS AND OBJECTIVES

Define the concrete aims and objectives of the project and describe the ways in which the situation set out under the needs analysis will be changed and addressed by the project. Then show how these aims and objectives are linked to the European priorities of the call selected under section C.2.3.

Objective: this project aims to adapt and to adjust/improve and to test a European program for training institutes that helps SME entrepreneurs to transfer their company to a new entrepreneur (son/daughter, employee, external



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person). This program supports Educational institutes, to increase and to improve awareness and preparation on Business Transfer at VET/Higher Education students and parents-entrepreneurs in order to prevent loss of employment, capital and income!

To reach the entrepreneurs and their successors, the partners establish local/regional platforms of expert organisations and persons (chambers of commerce, education, organisations of SME's, notary, accountancy, etc.). Because of the vulnerable theme, acquisition must be personal. These platforms can give more details about the required content of a European program for BT and can interest their members and relations for this program.

The developed program facilitates VET/HE institutes to offer this kind of guidance, stimulates these institutes to pay attention to training needs of (graduated) students and the entrepreneurs and so improves the quality of the educational program.

**C.3.3 TYPE OF TRANSFER**

Import of innovation: Applicant organisation imports the innovation from partner organisation/s

Export of Innovation: Applicant organisation transfers the innovation to partner organisation(s)

Import / Export	<input checked="" type="checkbox"/> Import <input type="checkbox"/> Export		
From country	BELGIUM	To country	NETHERLANDS
The transfer of innovation is:	<input checked="" type="checkbox"/> Across sectors <input type="checkbox"/> Within the same sector <input type="checkbox"/> From one sector to another		
Within sector			
From (sector)			
To (sector)			

Please explain the type of transfer and how your proposal implements the Transfer of Innovation from a (1) sectoral, (2) geographical and (3) any other perspective

The characteristic of the Lifelong Learning program is transfer of innovation, and partner SYNTRA makes experience, knowledge and materials available to the training partners in this project. The program, the learning materials and examples have been discussed in wp1-2. We (training-partners) test, adapt and improve the program, the materials and/or the examples. The established platforms contribute to the plan of operation of the program because of their expertise (rules & regulations, tax, accountancy, socio-economic expertise).

Execution of the program in which potential transfers between predecessors (parents-entrepreneurs) and successors (children / employees / third persons) participate is the core of this activity (including the production of a transfer plan). The tests will give information as to how the program can be improved or adjusted.

Business Transfer requires generally a period of 2 to 4 years but periods of more than 7 years are not exceptional. In this project we only can build up a European basis and present this program, information and experience to other training institutes.

Migration in Europe has increased and persons that intend to take over a (family) company sometimes live in another country (and may re-migrate).

A European tool for Business Transfer is therefore very necessary to assure continuation of the business, growth and sustainability.

There is a great difference between the European countries because often the business-owners are not yet ready to transfer their business to children, employees or third bodies. Ready means: well prepared; convinced; future income is secured; agreement in the family, knowledge about support possibilities, knowledge and insight in the process. Results are available via the project website and of course via related databases of the National Agencies LLL (ADAM). The program will be spread to SME organisations in the partner countries as well as on European level. EFVET is a partner that facilitates the transfer towards VET institutes (annual meeting).

It is aimed that the program is presented to target sectors in Europe via organisations as UEAMP (European entrepreneurs) as a flexible, applicable program (for members, additional education, entrepreneurs, etc.) the European week of SME's, etc..



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**C.3.4 INNOVATIVE RESULT(S) ON WHICH THE PROJECT IS BASED**

	Yes	No
Is the project based on similar or related projects funded by the LLP Programme and/or its predecessors and/or other similar programmes or initiatives in the last five years?	<input type="checkbox"/>	<input checked="" type="checkbox"/>

If yes, please provide further information in the table below:

Start Year	Programme or Initiative	Type of Action	Identification number	Contracting organisation	Title	Website	Password / login

	Yes	No
Does this proposal seek to exploit other existing materials?	<input type="checkbox"/>	<input checked="" type="checkbox"/>

If yes, please provide further information in the table below:

Title of the materials	Publisher / copy write or ownership	Permission has been granted to use the materials

Describe the innovative content or result/s your project is based upon:

- Describe the nature of the result/s on which this proposal is based (please refer to C.3.3 if appropriate).
- Describe the rationale behind choosing the above result/s as basis for this proposal
- How does your proposal use the result/s?
- What is the added value of your proposal compared to the previous project(s) (listed above)?

If the initial developer of the chosen result/s is not part of the current partnership, please provide a clear description of the relationship that the current partnership will establish with the initial developer.

Analysis of Dutch and European literature (see list of references) revealed that there is a major issue in Europe concerning the transfer of businesses within the family (son/daughter) or outside (employee/third bodies). Dutch VET/HE institutes have (almost) no training or preparation with respect to business transfers for their students or their parents-entrepreneurs. This is the same in many European countries. Education pays much attention to entrepreneurship (mini companies, contests, 'college-enterprises', etc.) but lags behind in Business Transfers.

To prevent the closing of companies due to a lack of successors and to protect employment and capital, it is aimed here to adapt/develop a program that facilitates VET/HE institutes to offer training and/or guidance to the SME segment and so to increase motivation and interest for transfer possibilities.

Internet searches reveal websites of commercially based organisations that offer guidance, and have developed transfer plans. Moreover, Chambers of Commerce offer a format for a transfer plan. Education has the task to prepare and train persons in an independent way so that entrepreneurs can develop their own opinion, not influenced by commercially interested consultants, and decide on the best way of transfer or which solution fits best to the personal conditions. The results of this project help education to develop an objective European Business Transfer program. There are no projects or applicable results in the databases of Leonardo projects with an exception for the LdV project FEMCENTRE aiming to inspire women for entrepreneurship.

The initial developer of the program is Syntra (and the Dutch agricultural sector) and this organization, has a transfer role in the project as transfer partner.

Parents and graduates will realise that colleges can offer more than initial training, and this program contributes to the



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development of a lifelong learning experience for transferors.  
The training partners produce a plan of operation in which will describe (after the test period) how the developed program will be offered to the SME segment in their region. A better preparation for transfer (knowledge of the process details, developing a transfer plan, and studying main aspects of the transfer) will result in better transfers and this implies a sustainable continuation of the company (innovation, investments, employment).

Please enclose two copies of any product/s (produced or in course of production within the previous project(s) which will be used as a basis for the current proposal! Where possible electronic copies should be provided rather than hard copies (CDROM, links to websites).

### C. 3.5 PEDAGOGICAL MATERIALS?

In case the proposal seeks to adapt and transfer pedagogical materials for learners or teaching staff, please:

a) describe the international state of the art and summary of limitations of existing pedagogical materials in this area

It is aimed to import a program for business transfer from Belgium (Syntra-Limburg). Belgium is a country that offers a BT program to their entrepreneurs and in most other European countries such a program is not available. There are no handbooks or completed modules that can be applied. Partners will make use of the materials of Syntra (in Dutch), adapt these, discuss these with each other and produce a flexible European program for BT. Experts of Syntra will present the BT program in workmeeting 1-2 and explain and discuss the approach and results.

b) describe the methodological / didactic approaches on which the products will be based, outline the measures that will be adopted for testing the materials on target users

The product is based on the experiences of partner Syntra with the program for business transfer. Training partners will discuss the program with their local platforms and test the program in a testgroup of entrepreneurs/transferors. These tests will be evaluated, which may lead to improvements in the developed European BT program or applied modules.

c) indicate how the planned project will contribute concretely to enhance the diversity of languages in its different activities, if applicable

not applicable.

### C. 3.6 QUALITY OF THE CONSORTIUM

Please present the consortium as a whole and describe its structure, functioning and experience in transnational cooperation and the rational behind the distribution of activities in the consortium:

The partnership is a multidisciplinary, experienced and coherent group of institutes with a comparable aim: to stimulate business transfer in their region. Initiator has sought partners with experiences in entrepreneurship, additional education and interested to stimulate business transfer. In this partnership are:  
- training partners: AVANS University, BFW, KRIC, IPP; this group establishes local platforms of stakeholders, acquires a test group of candidates, adapt-test-implement the BT-program / methodology, evaluates the results and produces a plan of operation;  
- a transfer partner, providing the group with BT knowledge and experience



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- a European Umbrella organization EFVET for dissemination of the results to VET institutes in Europe
- a project management team (PMT): AVANS, EEP that takes care of day-to-day management activities. The PMT meets on a regular basis to direct the project execution as a whole, i.e. prepare agendas/reports of work meetings, discuss progress of partners, and take decisions about issues.

The partners originate from different learning cultures and with different BT experiences. Lithuania, Portugal and Germany have a lot of small businesses as in The Netherlands and entrepreneurs need support and motivation to work on their business transfer.

There are many other European countries (e.g. Greece, Turkey, Spain) that are in a comparable situation. We had to make a selection and we aim to inform these interested institutions about the project results (i.e. in an EFVET annual meeting).

It is not possible to copy the program and modules of the Belgium transfer partner (because it is in Dutch) but their information, experiences, program and learning materials will be adjusted and adapted to partners' situation, needs, and national rules and regulations and result in a (flexible) European BT program.

Partners (DE, LT, PT, NL) support this initiative and the need of this development and aim to contribute to decrease the number of companies that close because of lack of a successor.

Partners have different experiences and different modes of access to the SME segment, and have close relations with their local entrepreneurial organisations, experts and chambers of commerce.

Specify how effective cooperation and communication will be ensured between the partner institutions, and the specific arrangements envisaged for resolving any conflicts which may arise between the partners, identify where relevant, the allocation of tasks to third parties (external to the consortium itself) and explain why these tasks cannot be undertaken within the consortium.

The structure of the project ensures that all partners are actively involved in the execution of the project activities because each partner has a leading task in one or more workpackages. The 4 or 5 workmeetings are distributed among the partners. By distributing responsibilities, it is aimed that all partners are aware of delivering in time their contributions to reports, progress, evaluation and most importantly to the training and coaching activities. This is an important task of the coordinator, who will motivate partners to prepare and attend the meetings, to acquire the participants (e.g. database of graduates, database of Chamber of Commerce), to establish cooperation with experts and to contribute to the reports. The website of the project will provide partners, target groups, and interested SME organisations with background information, reports, documents and results and will be updated at least monthly. For this reason we have selected one partner to develop the project web site, and to maintain and update the site frequently. All partners can send their information to this central point, including literature and background. This partner is responsible that the project site will be accessible at least 3 years after the project has finished.

E-mail communication is most effective and everyone with questions or remarks can send these to the coordinator who will answer by return mail a.s.a.p. The most important questions and remarks will be scheduled for the next workmeeting. In the workmeetings the progress reports will be discussed. The coordinator will query the partners in advance, make the report and present the periodical progress (for example, did the partner realise what was agreed on in the proposal and in the work meetings).

In case of conflicts, the contractor, the coordinator and an external advisor will form a committee to resolve issues, possibly together with the national agencies (contractor/partner). This committee is a decision taking body and if a partner does not accept the proposed solution than the court of law of The Netherlands will be the final possibility to solve the problem. In the first work meeting the procedures, objectives, expected results and methodologies of the project will be explained and discussed, which should already prevent many issues.

### C. 3.7 EUROPEAN ADDED VALUE

Describe the benefits anticipated from the implementation of the proposal at an European level rather than at national or regional one.

The results of this project contribute to the aims of the EC to realise the Lisbon agreement. Documents of the European Commission (such as Green paper, report of public consultation, the competitiveness report, etc.) mention that business transfer (BT) contributes to employment, economy and in general has better results than starting a new business. To stimulate BT we will develop and test a program for BT and disseminate this to VET/HE institutes, national agencies (who all have relations with national vocational institutes), to ministries in European countries and to umbrella organisations of SME's in Europe. Knowledge and insight in transfer possibilities will raise interest for transfers and future European rules for BT to fit in common programs, in addition, migrated people can re-migrate and continue their family business (in home countries).

We expect that our results stimulate other institutes to apply this basic European program for BT and develop and adjust



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the available materials to their own target group(s). Business Transfer is a subject that needs to be treated with respect for the entrepreneurs as well as the family. Price and conditions are very susceptible to speculations of the public. On the other hand BT stimulates growth of the economy, growth of employment and innovative initiatives of these firms and so partially answers to the bottlenecks mentioned in the Green Paper report (public consultation).

Results will also be presented in such meetings as European SME week, meetings of VET institutes (EfVET, UEAMP), because the SME organisations have to inform their members that they can attend course on this process. The results will be made available via the databases of the LLL program and via ADAM database but the results will also be distributed directly to all persons in Europe who have contributed to the preliminary needs analysis. These activities may stimulate addressed institutes to apply the European BT program for their entrepreneurs and successors.

## C.4 METHODOLOGY AND WORKPLANS

Please give an overall description of the methodology and work plan in the project.

Entrepreneurship is one of the priorities of this call and developing and applying instruments that bring together entrepreneurs, intended starters (within the family, employees or outsiders) and teaching staff emphasises the importance of entrepreneurship and strengthens the collaboration on regional level with entrepreneurial organisations and services (accountants, notaries, chambers of commerce, etc.).

The methodology starts with the transfer partner, which explains their approach and program, partners discuss and adapt the program, partners establish local platforms and discuss with these members the developed European program, they test this program in practice, partners adapt and improve the European program based on the experiences of the test case and they disseminate the results in their region. This process has been divided into 7 workpackages, leaded by a partner. Each workpackage describes the tasks, and the aimed results (outcomes). The acquisition of candidates will take place in collaboration with established local expert groups (platforms) and the program will be executed. The program is modular and flexible so that users can easily adapt. Partners disseminate and valorise the outcomes and above all the training partners present their plan of operation aiming at a regular offer of BT for their target groups.

Indicators representing the results of this project are: the number of interested participants, the interest of other educational institutes to apply the outcomes (program), interest for dissemination workshops, evaluation report of the test period and the transfer plans which can indicate the entrepreneurial competence of candidates important for investors/banks.

### C.4.1 WORK PACKAGES

Provide one table per work package (use the table below) and if needed add sub-tasks under each work package. Please add as many work packages as you require, including one for the management of the consortium.

Note: The work package/s on dissemination and exploitation of results should also be provided here! They should fit with the key outputs in section C.4.3.



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<b>Work package no:</b>	1		
<b>Work package title:</b>	Management & Coordination		
<b>Start Month:</b>	01/10/2009	<b>End Month:</b>	30/09/2011
<b>Costs:</b>	144000		
<b>Package leader:</b>	Avans Hogeschool		
<b>Work package aims:</b>			
<ul style="list-style-type: none"> <li>- managing the project</li> <li>- contracts with NA and partners</li> <li>- producing interim, financial and final reports</li> <li>- delivering annexes to these reports</li> <li>- delivering project outcomes</li> <li>- to present and discuss a project communication plan</li> <li>- to produce the agendas, reports and annexes of work meetings</li> </ul>			
<b>Description of activities:</b>			



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Project management (PM) is indispensable, and includes overall management of program development, consensus building in particular in work meetings, and workgroups; PM ensures that administrative obligations of all partners will be fulfilled and that project results will be achieved , project activities will be executed and procedures will be handled with accuracy.

A PMT group (project management team) will be established, which consists of representatives of the Dutch partners and which will be in charge of the overall project coordination, major management decisions and setting and maintaining quality principles and criteria (evaluation), communication, administration and valorisation strategies. Communication procedures will be set up by the PMT to ensure an efficient flow of information among the partners and of partners with the PMT. The project uses all kinds of modern means of communication such as e-mail, web-based environments, complemented by regular (4 or 5) face-to-face work meetings to discuss progress and bottlenecks.

Coordinator takes care of the distribution of project documents both by e-mail as by printed annexes in work meetings, (drafts of) written deliverables (programs, modules, contracts and amendments, cost statements, administrative information, payments, etc.). The WP-leader takes care of the distribution of materials and information to the members of the WP and to the coordinator. The activities of the PMT will be involved in the Evaluation and Quality control activities (see WP – Evaluation & Quality).

The PMT will prepare, chair and report the work meetings, take care of the contracts, and contacts the National Agency in case of delay, problems or difficulties which need the help of the NA. The contacts with the N.A. will be maintained by the contractor, prepared by the coordinator. Partners with backlog will be reminded! There are 5 (or 4) workmeetings scheduled:

- WM1 11-14 November 2009 in NL
- WM2 14-18 April 2010 in LT
- WM3 24-28 November in PT
- WM4 reserve (depending on the presented progress; January February 2011)
- WM5 1-5 June 2011 in DE (depends on wm4)

**Description of methodological / pedagogical framework (where relevant)**

- pmt group: contractor, coordinator and NL-partner and ad hoc experts for special advice;
- workgroups: the project is divided in workpackages. Each wp will be led by a partner and the partners involved in the wp will directly communicate with the wp leader and the coordinator.
- support groups (platform): partners will establish a local/regional platform of bodies and persons involved in business transfer (stakeholders) which helps partners to establish training, to involve the required external expertise and above all to acquire the candidates for business transfer (wp3)

**Role and tasks of sub-contractors (if any)**

**This work package will contribute to the achievement of the following expected result (please refer to the numbering and types of expected results in section C.4.2, respectively to the key outputs in section C.4.3)**



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<b>No.</b>	1	<b>Description of result</b>	INTERIM REPORT
<b>No.</b>	2	<b>Description of result</b>	COMMUNICATION PLAN
<b>No.</b>	3	<b>Description of result</b>	<p>FINAL REPORT</p> <p>THE FINAL REPORT (FORMAT OF THE EC/NA) INCLUDES ALSO THE FINANCIAL REPORT PLUS ALL PROVES OF EVIDENCE (INVOICES, SUBCONTRACTS, ETC.).</p>



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<b>Work package no:</b>	2		
<b>Work package title:</b>	Adaptation and development of the BT program		
<b>Start Month:</b>	01/10/2009	<b>End Month:</b>	03/05/2010
<b>Costs:</b>	73000		
<b>Package leader:</b>	Avans will lead this workpackage.		
<b>Work package aims:</b>			
To adapt, improve and to test a European program for Business Transfer that facilitates training institutes to support entrepreneurs in SME to transfer their company.			
<b>Description of activities:</b>			
<p>To adapt, to improve and to test the BT program of transfer partner Syntra together with the other (training) partners. To gather applicable learning materials. To establish a test group of entrepreneurs (with help of the platform) and to test/execute the program. Evaluation of the test gives partners information how and where to adjust the program or the applied learning materials.</p> <p>This development requires insight into the local/regional needs, requirements and the interest of both parties: transferors (entrepreneurs / parents) and successors (their children or employees or even unrelated persons). Partners will establish platforms (or a department in a local organisation of SME's) representing local organisations of SME's, experts as accountants, notaries, banks, chambers of commerce, education, etc. These stakeholders will join such a platform because business transfer is part of their core business. These platforms can help analyse the needs and requirements. The workgroup will discuss and propose a European BT-program, which partners (and later other users) can adapt to their local needs and conditions (duration, modules, transfer input; experts, cases, transfer plan, background, evaluation criteria, etc.). A European BT program stimulates vocational education and organisations of SME's to offer coaching and guidance and stimulates mutual cooperation and exchange of experience.</p> <p>The BT-training program will include aspects of: transfer process (different procedures, management buy in/out); procedures and management; accounting; a SWOT analysis of the company; socio-economical and psychological aspects of the transfer, communication (customers / family, etc.); selection of legal status (different per country); value of the company/buildings, inventory; financing of the transfer and loans of the bank, shares; personnel department (HRM); marketing analysis, growth, innovation; due diligence report; cases (as examples to be discussed in the groups), etc.</p> <p>The platforms, comparable with a business club, are an excellent place to discuss local initiatives to stimulate entrepreneurship, to acquire input of experts, to encourage local economy and innovation, etc.</p> <p>These activities result in: report of analysis of needs/requirements; a European BT program; an inventory of available learning materials gathered in a handbook BT.</p>			



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**Description of methodological / pedagogical framework (where relevant)**

- inquiry of experience, requirements and needs of platform members;
- interviews (with successors and predecessors)
- consultation of experts

**Role and tasks of sub-contractors (if any)**

copy rights

**This work package will contribute to the achievement of the following expected result (please refer to the numbering and types of expected results in section C.4.2, respectively to the key outputs in section C.4.3)**

<b>No.</b>	1	<b>Description of result</b>	<p>UPDATED REPORT OF ANALYSIS OF NEEDS/REQUIREMENTS.</p> <p>THIS REPORT GIVES INSIGHT IN THE LOCAL/REGIONAL NEEDS, REQUIREMENTS AND THE INTEREST OF BOTH PARTIES: TRANSFERORS (ENTREPRENEURIAL PARENTS ) AND SUCCESSORS (THEIR CHILDREN OR EMPLOYEES OR EVEN NON RELATED PERSONS).</p>
<b>No.</b>	2	<b>Description of result</b>	EUROPEAN PROGRAM FOR BUSINESS TRANSFER
<b>No.</b>	3	<b>Description of result</b>	INVENTORY OF AVAILABLE LEARNING MATERIALS
<b>No.</b>	4	<b>Description of result</b>	<p>HANDBOOK BT</p> <p>THE HANDBOOK IS A COMPILATION OF (FREE AVAILABLE) LEARNING MATERIALS FITTING TO THE PLAN OF OPERATION OF THIS BT-PROGRAM.</p>
<b>No.</b>	5	<b>Description of result</b>	LOCAL PLATFORM



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<b>Work package no:</b>	3		
<b>Work package title:</b>	Publicity and acquisition		
<b>Start Month:</b>	01/10/2009	<b>End Month:</b>	30/09/2011
<b>Costs:</b>	47000		
<b>Package leader:</b>	EEP leads this workpackage. To coordinate and to gather progress information of the partners. If required to support partners with advice how to proceed. Close relation with BPE in order to feed the web site manager with information.		
<b>Work package aims:</b>			
<p>To inform involved bodies, such as entrepreneur organisations, parent-entrepreneurs, education, students aiming at becoming successors, employees, experts, participants in vocational and higher education, etc. about the program for business transfer;</p> <ul style="list-style-type: none"> <li>- to spread information in advance and to acquire participants (i.e. to test the program) and interest groups;</li> <li>- to establish a project website</li> <li>- to establish local platforms (by training partners)</li> </ul>			
<b>Description of activities:</b>			



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This workpackage is strongly related to wp5 (dissemination) but here we aim to spread information in advance and to acquire participants (i.e. to test the program) and to interest organisations of SME's.

To spread and to inform potential BT persons and organisations of SME's, partners develop a brochure, distribute this via post or e-mail but also in seminars or conferences. To the members of local/regional platforms this information is essential.

The project web site provides partners and public with information about business transfer. Documents of different origin will be gathered here. The products, reports, newsletters, progress reports, evaluation criteria, brochures, dates of test training, dates of workshops, programs and experiences concerning the execution of the project will be published on the site. It is aimed to give the public access to as much documents as possible.

The site will be frequently updated (monthly), and will present the project as a whole and provide users with background information, reports (from research institutes or EC), products and results of the project, etc. BPE takes care for web site management (maintenance, updates, presentation results and products, etc.). The web site will remain active for at least 3 years after finishing the project.

Establishing a local platform helps to acquire participants, but partners may also organise small meetings or workshops to inform entrepreneurial organisations or candidate-entrepreneurs about this support for business transfers. Training partners publish their experiences in a local/national magazine or newspaper.

Business transfer is a subject that receives (too) little attention, is often more or less traditional from parents to children and its impact is generally underestimated. For these reasons talented and experienced designers of comic books have been approached to develop a comic book on this subject. This rather unexplored medium of communication has been chosen, in order to reach a broad and often young audience. The BT-book will be distributed at seminars, among young entrepreneurial organizations and during open days of educational institutes (refer to dissemination).

**Description of methodological / pedagogical framework (where relevant)**

**Role and tasks of sub-contractors (if any)**

Developing and printing brochures (in national languages)

**This work package will contribute to the achievement of the following expected result (please refer to the numbering and types of expected results in section C.4.2, respectively to the key outputs in section C.4.3)**

<b>No.</b>	1	<b>Description of result</b>	BUSINESS TRANSFER IN SME  PROJECT WEBSITE
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<b>No.</b>	2	<b>Description of result</b>	BROCHURE ABOUT THE PROJECT (IN NATIONAL LANGUAGE)
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<b>Work package no:</b>	4		
<b>Work package title:</b>	Test of the BT-program		
<b>Start Month:</b>	01/09/2010	<b>End Month:</b>	30/09/2011
<b>Costs:</b>	59000		
<b>Package leader:</b>	<p>KRIC is leader of this workpackage.</p> <p>Execution of the program as a test case, communication with local experts (notary, accountant, soci-economic expert, chamber of commerce, etc.) about the program and its results, evaluation of the program with the candidates and improve / adaptation of the program (or learning materials).</p>		
<b>Work package aims:</b>			
<p>Execution and test of the adapted BT-program in which potential predecessors (parents-entrepreneurs) and successors (children / employees / third persons) can participate.</p> <p>The tests will give information where and what in the program has to be improved or adjusted Secondly information about the combination (or separation) of predecessors and successors.</p>			
<b>Description of activities:</b>			



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The characteristic of the Lifelong Learning program is transfer of innovation and partner SYNTRA puts experience, knowledge and materials concerning BT available to the training partners. The program, educational materials and examples have been discussed in work meeting 1-2 and in this wp the aim is to adapt, to test, and to improve the program, the materials and/or the examples. The established platforms can contribute to the plan of approach because of their expertise (regulations, tax, accountancy, etc.)

Execution of the program in which potential transferors (predecessors as parents-entrepreneurs) and successors (children / employees / third persons) participate, is the core of this activity. The tests will give information where and what in the program has to be improved or adjusted.

Business Transfer requires generally a period of 2 to 4 years and periods of more than 7 years are not exceptional. In this project we can only build up the basis for transfer and present the program, information and experience to other training institutes. Migration in Europe has increased and persons that can take over a (family) company are sometimes living in another country (and may re-migrate). A European tool for Business Transfer is very necessary to assure continuance of the business, growth and sustainability.

There is a great difference between the European countries because often the business-owners are not yet ready to transfer their business to children, employees or companies. Ready means: well prepared; convinced; future income is secured; agreement in the family, knowledge of support sources, knowledge and insight in the process.

Results become available via the project website and of course via related databases of the National Agencies LLL (ADAM). It is aimed that the program is presented to target sectors in Europe as an applicable program (for members, additional education, entrepreneurs, etc.).

Partners will also give insight in the costs of the executed program.

**Description of methodological / pedagogical framework (where relevant)**

It concerns here the plan of operation of a program with adult participants, entrepreneurs with a lot of experience and also anxious to learn about the BT process. Teachers and experts will have to adapt their methodologies to the group. Practical input can stimulate the group and regular working on a transfer plan concentrates the participants to the core of the program.

**Role and tasks of sub-contractors (if any)**

Experts, such as notaries, accountants and socio-economic experts, may be required for their experience.

Sometimes these experts will have to be subcontracted and sometimes they can be regarded as 'regular working in the execution of the project'.

**This work package will contribute to the achievement of the following expected result (please refer to the numbering and types of expected results in section C.4.2, respectively to the key outputs in section C.4.3)**



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<b>No.</b>	1	<b>Description of result</b>	EVALUATION REPORT OF THE EXECUTED TEST PROGRAMS
<b>No.</b>	2	<b>Description of result</b>	COST CALCULATION OF THE PROGRAM



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<b>Work package no:</b>	5		
<b>Work package title:</b>	Dissemination and valorisation of the results		
<b>Start Month:</b>	01/02/2010	<b>End Month:</b>	30/09/2011
<b>Costs:</b>	19000		
<b>Package leader:</b>	<p>BFW leads this workpackage.</p> <p>Contribution of all partners to the dissemination-valorisation plan with information of planned workshop, internal presentation of program and results, paper/article, information to the platform members, participation in (local/national) meetings or conferences , addressees newsletter, and promotion and information amongst young people by means of a BT-comic book.</p>		
<b>Work package aims:</b>			
<p>Dissemination-valorisation plan</p> <p>Participation in national / European conferences</p> <p>Distribution of a BT book (comic).</p>			
<b>Description of activities:</b>			



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The project aims to present and distribute the developed materials (program/curriculum) and experiences to VET and HE institutes and training organisations via the project website, e-mail list for newsletters, workshops, sessions with involved bodies, and publicity of the partners about the results. Partners will present in the second or third work meeting an exploitation plan for integration BT in the educational program and distribution of the results.

Valorisation aims at raising awareness for BT, integration of the developed program in the educational program, stimulation of entrepreneurs to find a match with a successor, and by organising local meeting(s) or workshop(s) for stakeholders to emphasise and to validate the developed program and so the transfer possibilities. Valorisation and implementation are overall activities which start already in the beginning of the project and do not end because of the exploitation of the program by the partners.

Partners will write article(s) and publish the results on their own web sites (in national language) or in magazines.

SME organisations (local platform) will be informed by the partners and it is expected that partners will be invited to present the program and process in their meetings. As members of EfVET (the organisation of VET institutes in Europe) partners are able to present the project and the results in some round table sessions in the yearly meeting. This is also a possibility at the yearly UEAPME meeting (UEAPME is the employers' organisation representing the interests of European crafts, trades and SMEs at EU level). Networks as Enterprise-Europe (<http://ec.europa.eu/enterprise-europe-network>) will be invited to publish the results on their site.

The Dutch Council of VET Colleges has agreed to cooperate in the dissemination and valorisation activities by organising a workshop for their members (Dutch VET colleges), and business relations (e.g. Bedrijfstakgroepen), and to inform their European sister organisations. Collaboration with Higher Education institutes in The Netherlands (i.e. via the project CASE) facilitates the distribution of the results to these HE institutes.

**Description of methodological / pedagogical framework (where relevant)**

**Role and tasks of sub-contractors (if any)**

**This work package will contribute to the achievement of the following expected result (please refer to the numbering and types of expected results in section C.4.2, respectively to the key outputs in section C.4.3)**

No.	Description of result
1	DISSEMINATION-VALORISATION PLAN



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<p><b>No.</b></p>	<p>2</p>	<p><b>Description of result</b></p>	<p>BUSINESS TRANSFER.</p> <p>A COMIC BOOK THAT PRESENTS THE MAIN STEPS OF THE TRANSFER IN AN EXCITING ADVENTURE OF YOUNG PEOPLE TAKING OVER THE COMPANY OF THE PARENTS.</p>
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<b>Work package no:</b>	6		
<b>Work package title:</b>	Quality assurance and evaluation		
<b>Start Month:</b>	01/11/2009	<b>End Month:</b>	30/09/2011
<b>Costs:</b>	47000		
<b>Package leader:</b>	<p>EEP will lead this workpackage.</p> <p>EEP coordinates the evaluation process in close collaboration with the external evaluator.</p> <p>Partner will contribute to deliver the final reports as scheduled. Partner presents results, outcomes, completed questionnaires, exploitation plan and financial information in time.</p>		
<b>Work package aims:</b>			
<p>Development of quality- and evaluation criteria;</p> <p>Production of progress report of partners (before wm2,3,4,5)</p> <p>Monitoring partners activities and providing support when or where necessary</p> <p>Monitoring the production of reports and results as agreed in the work packages</p>			
<b>Description of activities:</b>			



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Quality control aims to establish an internal operational framework which allows flexibility, with clear roles and responsibilities for all partners involved. Appropriate mechanisms and procedures (questionnaires, interviews, papers, etc.) will be applied to manage the processes, the production part and the evaluation of the process and results. These mechanisms and procedures will address administrative, financial and technical issues aiming to produce the results as promised in the plan. Consequently partners will be asked to deliver the agreed results in time and to present regular invoices, time sheets, drafts of products and reports. Partners delaying the process in one way or another must deal with appropriate measures of the management team or contractor as mentioned in wp1.

The evaluation and assessment activities refer to quality criteria as identified and agreed on in wm1 or wm2. In the work meeting we will discuss the feasibility to certify (or certificate of attendance) participants because this is proof for the bank (if financial support is required) that involved persons have knowledge and insight.

Evaluation is a process in the project and not one action. It is aimed to present progress reports on a regular basis, because with this information the process and the products can be adjusted. This information, in addition to the evaluative questioning of users by the training partners will be used to produce the final evaluation report.

It is possible that during the project the (preliminary) results or products will be published on the site and that interested groups or persons will react on this information. This information will be used in the evaluation report.

**Description of methodological / pedagogical framework (where relevant)**

Regular progress reports of partners; questionnaires, interviews.

**Role and tasks of sub-contractors (if any)**

An external evaluator will be subcontracted to evaluate the project (process, outcomes, plan).

**This work package will contribute to the achievement of the following expected result (please refer to the numbering and types of expected results in section C.4.2, respectively to the key outputs in section C.4.3)**

<b>No.</b>	1	<b>Description of result</b>	QUALITY PLAN
<b>No.</b>	2	<b>Description of result</b>	EVALUATION REPORT



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<b>Work package no:</b>	7		
<b>Work package title:</b>	Exploitation of the BT-program in future		
<b>Start Month:</b>	01/03/2011	<b>End Month:</b>	30/09/2011
<b>Costs:</b>	14500		
<b>Package leader:</b>	IPP will lead this workpackage and gather the future exploitation plans of the partners to implement and to exploit the program.		
<b>Work package aims:</b>			
<p>Proliferation of the developed European BT program (products/results) and to present and discuss experiences.</p> <p>Mainstreaming of the approach and exploitation by all partners of the developed program and materials ensured in an exploitation plan.</p>			
<b>Description of activities:</b>			
<p>The exploitation plans of the training partners (4) describes the aims of the organisation to offer and to organise this program, calculation of the costs per participant, additional costs, the need of external experts, possibilities to find additional subsidy (ESF, city council, training funds for employees, etc.), acquisition, to maintain the relation with the established platform, investment for further developments, research to develop individual coaching (if there is a need) or to cooperate with the platform members to execute this part, regular evaluation among participants and staff.</p> <p>General information as payment conditions, subscription, certification, etc. can be included.</p> <p>Partners have build up a relationship with platform members on local or regional level and an exploitation plan is in their interest. Some months before finishing the project partners should start acquiring a new group for a second course, with help of the platform, or via press and articles. The public must be informed about the results and inviting a journalist to interview participants (predecessors and successors) may reach a big audience and raise interest.</p> <p>Exploitation of the developed materials after having finished the project and having improved the results is a challenge for the training partners. They have invested time, energy and money to develop and to test the materials and will be motivated to expand their educational program.</p> <p>It is aimed that training partners acquire new candidates for the BT program (in consultation with platform members).</p> <p>Modules, programs and experiences are published on the web site, with exemption for materials protected by copyrights. Interested bodies are invited to make use of it, invite us to present program and results.</p>			



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<b>Description of methodological / pedagogical framework (where relevant)</b>			
<b>Role and tasks of sub-contractors (if any)</b>			
<p>Experts, such as notaries, accountants and socio-economic experts may be required for their expertise, this may be revealed by the tests.</p> <p>The costs have to be calculated as regular costs of the exploitation.</p>			
<b>This work package will contribute to the achievement of the following expected result (please refer to the numbering and types of expected results in section C.4.2, respectively to the key outputs in section C.4.3)</b>			
<b>No.</b>	1	<b>Description of result</b>	EXPLOITATION PLAN



**C.4.2 EXPECTED RESULTS**

What specific results are expected in the course of the project and on its completion? Please provide a detailed description of the expected results completing the table below

- type of result (e.g. handbook, curriculum, recognition procedure, new teaching/training method, etc.),
- target group(s) concerned (final users of the results)
- languages in which they will be available
- medium that will be used (e.g. CD-Rom, Internet, etc.),
- when they will be available,
- number of copies foreseen (if applicable)
- didactic methodology (if applicable)
- Others

<b>Result number 1</b>	
<i>Short description of result</i>	INTERIM REPORT
<i>Target group(s)/ potential beneficiaries</i>	NATIONAL AGENCY, PARTNERS
<i>Language of the product</i>	ENGLISH,
<i>Medium that will be used</i>	TEXT FILE,
<i>Availability (when?)</i>	15/11/2010
<i>Number of copies foreseen if applicable</i>	1
<i>Didactical methodology (if applicable)</i>	
<i>Others</i>	DIGITAL VERSION AND PAPER VERSION

<b>Result number 2</b>	
<i>Short description of result</i>	COMMUNICATION PLAN
<i>Target group(s)/ potential beneficiaries</i>	PARTNERS
<i>Language of the product</i>	ENGLISH,
<i>Medium that will be used</i>	TEXT FILE,
<i>Availability (when?)</i>	30/10/2009
<i>Number of copies foreseen if applicable</i>	1
<i>Didactical methodology (if applicable)</i>	
<i>Others</i>	DIGITAL VERSION



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<b>Result number 3</b>	
<i>Short description of result</i>	FINAL REPORT  THE FINAL REPORT (FORMAT OF THE EC/NA) INCLUDES ALSO THE FINANCIAL REPORT PLUS ALL PROVES OF EVIDENCE (INVOICES, SUBCONTRACTS, ETC.).
<i>Target group(s)/ potential beneficiaries</i>	NATIONAL AGENCY; EC  CONTRACTOR
<i>Language of the product</i>	ENGLISH,
<i>Medium that will be used</i>	TEXT FILE,
<i>Availability (when?)</i>	15/11/2011
<i>Number of copies foreseen if applicable</i>	1
<i>Didactical methodology (if applicable)</i>	
<i>Others</i>	DIGITAL VERSION AND PAPER VERSION.

<b>Result number 4</b>	
<i>Short description of result</i>	UPDATED REPORT OF ANALYSIS OF NEEDS/REQUIREMENTS.  THIS REPORT GIVES INSIGHT IN THE LOCAL/REGIONAL NEEDS, REQUIREMENTS AND THE INTEREST OF BOTH PARTIES: TRANSFERORS (ENTREPRENEURIAL PARENTS) AND SUCCESSORS (THEIR CHILDREN OR EMPLOYEES OR EVEN NON RELATED PERSONS).
<i>Target group(s)/ potential beneficiaries</i>	EDUCATION, ORGANISATIONS OF SME'S AND SUPPORT ORGANISATIONS
<i>Language of the product</i>	ENGLISH,
<i>Medium that will be used</i>	TEXT FILE,
<i>Availability (when?)</i>	14/05/2010
<i>Number of copies foreseen if applicable</i>	1
<i>Didactical methodology (if applicable)</i>	



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<i>Others</i>	A PRELIMINARY RESEARCH SHOWED THAT EDUCATION DOES NOT OFFER GUIDANCE IN THIS SEGMENT. THE REPORT PRESENTS THE NEEDS AND REQUIREMENTS OF ENTREPRENEURS IN SME IN PARTNER COUNTRIES IN ORDER TO BE BETTER PREPARED TO TRANSFER BUSINESS.
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<b>Result number 5</b>	
<i>Short description of result</i>	EUROPEAN PROGRAM FOR BUSINESS TRANSFER
<i>Target group(s)/ potential beneficiaries</i>	EDUCATIONAL INSTITUTES, ORGANISATIONS OF SME'S, EDUCATION AUTHORITIES.
<i>Language of the product</i>	ENGLISH,
<i>Medium that will be used</i>	TEXT FILE,
<i>Availability (when?)</i>	14/05/2010
<i>Number of copies foreseen if applicable</i>	1
<i>Didactical methodology (if applicable)</i>	
<i>Others</i>	SYNTRA HAS PUT AVAILABLE EXPERIENCE AND MATERIALS OF THEIR METHOD OF APPROACH, PARTNERS HAVE DISCUSSED AND ADAPTED THIS METHODOLOGY TO THEIR SITUATION AND PRODUCED A COMMON EUROPEAN PROGRAM FOR BT. THIS PROGRAM CAN BE ADJUSTED TO THE LOCAL SITUATION OF THE USER (COLLEGE, INSTITUTE), WILL BE TESTED IN A GROUP AND EVALUATED. TOGETHER THESE EVALUATIONS PROVIDE PARTNERS WITH INFORMATION TO IMPROVE THE PROGRAM.

<b>Result number 6</b>	
<i>Short description of result</i>	INVENTORY OF AVAILABLE LEARNING MATERIALS
<i>Target group(s)/ potential beneficiaries</i>	USERS EXECUTING THE BT PROGRAM WITH ENTREPRENEURS AND OTHERS
<i>Language of the product</i>	ENGLISH, DUTCH,
<i>Medium that will be used</i>	TEXT FILE,
<i>Availability (when?)</i>	16/06/2010
<i>Number of copies foreseen if applicable</i>	1
<i>Didactical methodology (if applicable)</i>	
<i>Others</i>	TO BE PUBLISHED ON THE WEBSITE.



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<b>Result number 7</b>	
<i>Short description of result</i>	HANDBOOK BT  THE HANDBOOK IS A COMPILATION OF (FREE AVAILABLE) LEARNING MATERIALS FITTING TO THE PLAN OF OPERATION OF THIS BT-PROGRAM.
<i>Target group(s)/ potential beneficiaries</i>	PUBLIC
<i>Language of the product</i>	ENGLISH,
<i>Medium that will be used</i>	TEXT FILE, WEBSITE,
<i>Availability (when?)</i>	14/01/2011
<i>Number of copies foreseen if applicable</i>	1
<i>Didactical methodology (if applicable)</i>	
<i>Others</i>	THE PRODUCTION OF THIS HANDBOOK IS A COMPILATION OF DIFFERENT EXISTING LEARNING MATERIALS. THESE HAVE BEEN GATHERED DURING THE PROJECT (FREE OF COPY RIGHTS) AND EXECUTERS OF THE PROGRAM CAN MAKE USE OF IT (OR EVEN PROVIDE US WITH ADDITIONAL MODULES; TO BE PUBLISHED ON THE WEBSITE).

<b>Result number 8</b>	
<i>Short description of result</i>	BUSINESS TRANSFER IN SME  PROJECT WEBSITE
<i>Target group(s)/ potential beneficiaries</i>	PUBLIC
<i>Language of the product</i>	ENGLISH,
<i>Medium that will be used</i>	WEBSITE,
<i>Availability (when?)</i>	01/10/2009
<i>Number of copies foreseen if applicable</i>	1



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<i>Didactical methodology (if applicable)</i>	
<i>Others</i>	THE PROJECT WEB SITE PROVIDES PARTNERS AND PUBLIC WITH GENERAL INFORMATION ABOUT BUSINESS TRANSFER. DOCUMENTS OF DIFFERENT ORIGINE WILL BE GATHERED HERE. THE PRODUCTS, REPORTS, NEWSLETTERS, PROGRESS REPORTS, EVALUATION CRITERIA, BROCHURES, DATES OF TEST TRAINING, DATES OF WORKSHOPS, PROGRAMS AND EXPERIENCES CONCERNING THE EXECUTION OF THE PROJECT WILL BE PUBLISHED ON THE SITE. IT IS AIMED TO GIVE THE PUBLIC ACCESS TO AS MUCH DOCUMENTS AS POSSIBLE.

<b>Result number 9</b>	
<i>Short description of result</i>	LOCAL PLATFORM
<i>Target group(s)/ potential beneficiaries</i>	PARTNERS, ORGANISATIONS OF EDUCATION AND SME'S
<i>Language of the product</i>	DUTCH, GERMAN, PORTUGUESE, LITHUANIAN,
<i>Medium that will be used</i>	NETWORK, ORAL,
<i>Availability (when?)</i>	16/12/2009
<i>Number of copies foreseen if applicable</i>	
<i>Didactical methodology (if applicable)</i>	
<i>Others</i>	<p>TRAINING PARTNERS ESTABLISH LOCAL PLATFORMS WITH EDUCATION, ORGANISATIONS OF SME'S, EXPERTS AS NOTARY, LAWYER, ACCOUNTANCY, CHAMBERS OF COMMERCE, ETC.</p> <p>THESE PLATFORMS ARE REQUIRED TO MAKE AN ANALYSIS OF NEEDS, THE DESIRED CONTENT OF THE PROGRAM, TO RAISE INTEREST AND TO ACQUIRE PARTICIPANTS IN THE BT PROGRAM.</p>

<b>Result number 10</b>	
<i>Short description of result</i>	BROCHURE ABOUT THE PROJECT (IN NATIONAL LANGUAGE)
<i>Target group(s)/ potential beneficiaries</i>	ORGANISATIONS OF SME, ENTREPRENEURS, LOCAL INTEREST GROUPS
<i>Language of the product</i>	LITHUANIAN, PORTUGUESE, GERMAN, DUTCH, ENGLISH,
<i>Medium that will be used</i>	PAPER - BROCHURES, WEBSITE,
<i>Availability</i>	14/05/2010



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<i>(when?)</i>	
<i>Number of copies foreseen if applicable</i>	250
<i>Didactical methodology (if applicable)</i>	
<i>Others</i>	<p>THE BROCHURES IN NATIONAL LANGUAGE ARE REQUIRED TO RAISE INTEREST AND TO ACQUIRE PARTICIPANTS IN THE (TEST) PROGRAM.</p> <p>THE BROCHURES DESCRIBE THE PROBLEM, THE CORE OF THE PROJECT AND INVITES ENTREPRENEURS TO JOIN THE PROGRAM.</p>

<b>Result number 11</b>	
<i>Short description of result</i>	EVALUATION REPORT OF THE EXECUTED TEST PROGRAMS
<i>Target group(s)/ potential beneficiaries</i>	PARTNERS
<i>Language of the product</i>	ENGLISH,
<i>Medium that will be used</i>	TEXT FILE,
<i>Availability (when?)</i>	16/03/2011
<i>Number of copies foreseen if applicable</i>	1
<i>Didactical methodology (if applicable)</i>	
<i>Others</i>	<p>EACH TEST WILL EVALUATE THE RESULTS (TOGETHER WITH THE PARTICIPANTS, EXTERNAL EXPERTS) AND REPORT THIS EVALUATION TO THE PARTNERS IN ORDER TO BE ABLE TO IMPROVE THE ADAPTED BUSINESS TRANSFER PROGRAM.</p>

<b>Result number 12</b>	
<i>Short description of result</i>	COST CALCULATION OF THE PROGRAM
<i>Target group(s)/ potential beneficiaries</i>	PARTNERS, ORGANISATIONS OF SME, EDUCATION.
<i>Language of the product</i>	ENGLISH,
<i>Medium that will be used</i>	TEXT FILE, WEBSITE,
<i>Availability (when?)</i>	16/06/2010
<i>Number of copies foreseen if applicable</i>	1



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<i>Didactical methodology (if applicable)</i>	
<i>Others</i>	IN ORDER TO BE ABLE TO OFFER THIS PROGRAM IN FUTURE, TRAINING PARTNERS HAVE TO KNOW WHAT THE EXECUTION OF THE PROGRAM COSTS. THESE COSTS WILL BE CHARGED TO THE PARTICIPANTS (IN THE EXPLOITATION PHASE).

<b>Result number 13</b>	
<i>Short description of result</i>	DISSEMINATION-VALORISATION PLAN
<i>Target group(s)/ potential beneficiaries</i>	PARTNERS
<i>Language of the product</i>	ENGLISH,
<i>Medium that will be used</i>	WEBSITE, TEXT FILE,
<i>Availability (when?)</i>	01/11/2010
<i>Number of copies foreseen if applicable</i>	1
<i>Didactical methodology (if applicable)</i>	
<i>Others</i>	PRODUCTION OF AN OVERALL DISSEMINATION-VALORISATION PLAN WITH INFORMATION OF PARTNERS' PLANNED WORKSHOP, INTERNAL PRESENTATION OF PROGRAM AND RESULTS, PUBLICITY (PAPER/ARTICLE), INFORMATION TO THE PLATFORM MEMBERS, PARTICIPATION IN (LOCAL/NATIONAL) MEETINGS OR CONFERENCES , ADDRESSEES NEWSLETTER, AND IF FEASIBLE THE PROMOTION AND RAISING AWARENESS BY MEANS OF A COMIC BOOK.

<b>Result number 14</b>	
<i>Short description of result</i>	BUSINESS TRANSFER.  A COMIC BOOK THAT PRESENTS THE MAIN STEPS OF THE TRANSFER IN AN EXCITING ADVENTURE OF YOUNG PEOPLE TAKING OVER THE COMPANY OF THE PARENTS.
<i>Target group(s)/ potential beneficiaries</i>	POTENTIAL INTERESTED SUCCESSORS (STUDENTS, GRADUATES, STARTERS, ETC.)
<i>Language of the product</i>	
<i>Medium that will be used</i>	BOOK,



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<i>Availability (when?)</i>	01/07/2011
<i>Number of copies foreseen if applicable</i>	5000
<i>Didactical methodology (if applicable)</i>	
<i>Others</i>	<p>TO INTEREST YOUNG PEOPLE IT IS AIMED TO PRODUCE AN EXCITING STORY ABOUT THE TRANSFER, FURTHER DEVELOPMENT, AND GROWTH OF THE COMPANY. ALL MAIN STEPS IN THE PROCESS OF BT WILL BE DESCRIBED. THE ADVANTAGE IS THAT A COMIC BOOK WILL NOT BE THROWN AWAY BUT GIVEN TO OTHERS AND THEREFORE THE DISTRIBUTION EFFECTS ARE MORE EFFECTIVE.</p> <p>FOR THESE REASONS TALENTED AND EXPERIENCED DESIGNERS OF COMIC BOOKS HAVE BEEN APPROACHED TO DEVELOP THIS BOOK ON THIS SUBJECT. THIS RATHER UNEXPLORED MEDIUM OF COMMUNICATION HAS BEEN CHOSEN, IN ORDER TO REACH A BROAD AND OFTEN YOUNG AUDIENCE.</p> <p>THE PRODUCTION COSTS ARE TOO MUCH FOR THE PROJECT AND THEREFORE THE BOOK WILL ALSO BE SOLD TO COVER THE EXTRA EXPENDITURES.</p> <p>AT THIS MOMENT THERE IS ONLY ONE LANGUAGE POSSIBLE (BECAUSE OF THE BUDGET AND WE HAVE TO DECIDE LATER WHICH LANGUAGE)</p>

<b>Result number 15</b>	
<i>Short description of result</i>	QUALITY PLAN
<i>Target group(s)/ potential beneficiaries</i>	PARTNERS
<i>Language of the product</i>	ENGLISH,
<i>Medium that will be used</i>	TEXT FILE, WEBSITE,
<i>Availability (when?)</i>	01/04/2010
<i>Number of copies foreseen if applicable</i>	1
<i>Didactical methodology (if applicable)</i>	
<i>Others</i>	<p>THE QUALITY PLAN DESCRIBES THE PROCESS OF PRODUCTION AND DELIVERING THE AGREED OUTCOMES IN TIME AND AT THE AGREED EXPENDITURES. PARTNERS HAVE TO COMMUNICATE AND TO EXPLAIN IF SOMETHING IS NOT FEASIBLE AND HAVE TO GIVE AN ALTERNATIVE. TO EVALUATE PROGRESS (BETWEEN</p>



	WORKMEETINGS) AND TO EVALUATE THE PROJECT PARTNERS HAVE TO COMPLETE QUESTIONNAIRES AND HAVE TO PRESENT THEIR PRODUCTS AND RESULTS.
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<b>Result number 16</b>	
<i>Short description of result</i>	EVALUATION REPORT
<i>Target group(s)/ potential beneficiaries</i>	ORGANISATIONS OF SME'S, EDUCATION ORGANISATIONS, NATIONAL AGENCIES
<i>Language of the product</i>	ENGLISH,
<i>Medium that will be used</i>	WEBSITE, TEXT FILE,
<i>Availability (when?)</i>	01/09/2011
<i>Number of copies foreseen if applicable</i>	1
<i>Didactical methodology (if applicable)</i>	
<i>Others</i>	IT IS AIMED TO SUBCONTRACT AN EXTERNAL EVALUATOR WHO DESCRIBES THE PROJECT PROCEDURES, PROCESS, PRODUCT AND OUTCOMES. THIS EVALUATION REPORT PROVIDES THE PARTNERS WITH AN INDEPENDENT JUDGEMENT ABOUT THEIR ACTIVITIES AS DESCRIBED IN THE PROJECT PLAN.

<b>Result number 17</b>	
<i>Short description of result</i>	EXPLOITATION PLAN
<i>Target group(s)/ potential beneficiaries</i>	PARTNERS, NATIONAL AGENCIES, EC.
<i>Language of the product</i>	ENGLISH,
<i>Medium that will be used</i>	TEXT FILE, WEBSITE,
<i>Availability (when?)</i>	01/09/2011
<i>Number of copies foreseen if applicable</i>	1
<i>Didactical methodology (if applicable)</i>	
<i>Others</i>	THE TRAINING PARTNERS PRODUCE THEIR INDIVIDUAL PLAN OF EXPLOITATION (IMPLEMENTATION AND OFFERING THIS KIND OF GUIDANCE TO SME'S). THESE 4 PLANS ARE COMPILED IN ONE PROJECT EXPLOITATION PLAN.  THE COLLABORATION WITH THE ESTABLISHED PLATFORMS OF STAKEHOLDERS WILL CONTINUE ALSO BECAUSE OF THE



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	<p>ACQUISITION OF NEW CANDIDATES.</p> <p>THE OBJECTIVE OF THIS PROJECT IS TO PROVIDE EDUCATION AND TRAINING INSTITUTES WITH A EUROPEAN PROGRAM THAT IS ADAPTABLE AND FLEXIBLE TO THE LOCAL SITUATION AND THAT CAN EASILY BE APPLIED BY THIRD BODIES.</p>
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**C.4.3 DISSEMINATION AND EXPLOITATION OF RESULTS**

Please provide here a dissemination and exploitation plan and a timetable which clearly shows key outputs (should fit with the work package/s on dissemination and exploitation of results in section C.4.1).

Please describe how your dissemination and exploitation strategy ensures that the project results will be used with regards to the target group(s), target sector(s) and potential users such as social partners, VET policy makers etc. Please ensure that your plans for sustainability will enable the impact described in Section C.4.5 Expected Impact.

THE RESULTS WILL BE PRESENTED AND DISSEMINATED TO VET/HE INSTITUTES, PARTNERSHIPS IN SMEs, ENTREPRENEURIAL ORGANISATIONS IN PARTNER COUNTRIES AND IN EUROPEAN SEMINARS OF SME'S (I.E. EUROPEAN SME WEEK; ANNUAL MEETING OF VET INSTITUTES ORGANISED IN EfVET). RESULTS WILL BE MADE AVAILABLE VIA THE WEBSITE.

THE PROJECT HAS A DISSEMINATION PLAN (ACTIONS DESCRIBED), WHICH CONTRIBUTES TO BUILDING UP A "BT CULTURE" AND STIMULATE DEVELOPMENT OF A "TREND" TO TRANSFER THE BUSINESS. WE HAVE CHOSEN TO PRODUCE A COMIC BOOK BECAUSE THIS UNEXPLORED MEDIUM OF COMMUNICATION WILL EASILY REACH A BROAD AND YOUNG AUDIENCE. THIS BOOK WILL BE DISTRIBUTED DURING OPEN DAYS OF INSTITUTES, SEMINARS, AND AMONG ENTREPRENEURIAL ORGANISATIONS.

THE PMT AND PARTNERS DISTRIBUTE THE RESULTS OF THE PROJECT TO RELATED BODIES AS MINISTRIES OF ECONOMIC AFFAIRS/BUSINESS, EDUCATION; NATIONAL AGENCIES OF THE LLL PROGRAM WITH THE REQUEST TO DISTRIBUTE THE REPORT TO INTERESTED PARTIES. THE DUTCH COUNCIL OF VET COLLEGES (MBO RAAD) HAS AGREED TO COOPERATE TO DISTRIBUTE AND TO DISCUSS THE RESULTS TO THE MEMBERS.

THE REPORT AND THE DEVELOPED PROGRAM WILL ALSO BE MADE AVAILABLE VIA THE WEBSITE OF EfVET (EUROPEAN ORGANISATION OF VOCATIONAL EDUCATION AND TRAINING INSTITUTES) AND LEONARDO DATABASES AS ADAM.

PARTNERS WILL INFORM THEIR SME ORGANISATIONS ABOUT THE PRODUCT AND RESULTS. THE EVALUATION REPORT, PRODUCED BY AN EXTERNAL ORGANISATION CAN SUPPORT THIS ACTIVITY.

THE APPLICATION AND USE OF THE PROGRAM, MODULES, AND PRODUCTS WILL BE STIMULATED BY MAKING THESE AVAILABLE ON THE PROJECT WEBSITE AND BY INFORMATION TO ALL PARTICIPANTS OF THE PRELIMINARY NEEDS RESEARCH.



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THE POSITIVE INFORMATION (PRESS, ARTICLES, NEWSLETTERS, ETC.) ABOUT THE EFFECTS OF BT ON EMPLOYMENT, INVESTMENTS AND PERSPECTIVE OF THE COMPANY SHOULD MOTIVATE INVOLVED PERSONS AND BODIES TO ACT.  
 TRAINING PARTNERS PRESENT AN EXPLOITATION PLAN WHICH AIMS TO ACQUIRE PARTICIPANTS FOR THE DEVELOPED PROGRAM BUT ALSO TO INTEREST THE STOPPERS TO TAKE PART. THE CLOSE RELATIONS WITH LOCAL BUSINESS (PLATFORM) CAN BE USED TO DISTRIBUTE RESULTS.  
 PLANNING (MAIN ACTIVITIES):  
 OCT-09: BT-PLAN AND OBJECTIVES PRESENTED TO EU-VET COLLEGES  
 NOV-09: WEBSITE / PUBLICITY  
 JUNE-10: TESTS OF THE BT-PROGRAM  
 OCT-10: BT PROGRAM AND PROGRESS PRESENTED TO EU-VET COLLEGES  
 APRIL-11: WORKSHOP OF DUTCH VET COUNCIL (MBO-RAAD)  
 MAY-11: PRESENTATION BT RESULTS TO UEAPME  
 JAN-MAY 2011: WORKSHOPS OF TRAINING PARTNERS IN OWN REGION  
 JUNE-11: BT-PROGRAM DISTRIBUTED

Please demonstrate that the consortium has the capacity and necessary experience to carry out the dissemination and exploitation of results activities. Indicate the human and financial resources assigned to these tasks.

THE PARTNERSHIP IS A MULTIDISCIPLINARY, EXPERIENCED AND COHERENT GROUP OF INSTITUTES WITH A COMPARABLE AIM: TO STIMULATE BUSINESS TRANSFER IN THEIR REGION.  
 INITIATOR HAS SOUGHT PARTNERS WITH INTEREST AND EXPERIENCE IN ENTREPRENEURSHIP, ADDITIONAL EDUCATION, RELATIONS WITH BUSINESS, AND THAT ARE INTERESTED IN STIMULATING BUSINESS TRANSFER. WE HAVE IN THIS PARTNERSHIP:  
 - TRAINING PARTNERS: AVANS, BFW, KRIC, IPP; THIS GROUP ESTABLISHES LOCAL PLATFORMS OF STAKEHOLDERS, ACQUIRES A TEST GROUP OF CANDIDATES, ADAPT-TEST-IMPLEMENT THE BT-PROGRAM / METHODOLOGY, EVALUATES THE RESULTS AND PRODUCE AN EXPLOITATION PLAN;  
 - A TRANSFER PARTNER (SYNTRA-LIMBURG) PROVIDING THE GROUP WITH PROGRAM INFORMATION AND EXPERIENCES;  
 - A WEB SITE MANAGER, AND  
 - A PROJECT MANAGEMENT TEAM (PMT): AVANS, EEP; THE PMT TAKES CARE FOR DAY-TO-DAY MANAGEMENT ACTIVITIES. THE PMT MEETS REGULAR TO STEER THE PROJECT EXECUTION AS A WHOLE, TO PREPARE AGENDAS/REPORTS OF WORK MEETINGS, TO DISCUSS PROGRESS OF PARTNERS, AND TAKES DECISIONS ABOUT DIFFICULTIES OR CONFLICTS.

THE PARTNERS ORIGINATE FROM DIFFERENT LEARNING CULTURES AND WITH DIFFERENT BT EXPERIENCES. LITHUANIA, PORTUGAL AND GERMANY HAVE A LOT OF SMALL BUSINESSES AS IN THE NETHERLANDS AND ENTREPRENEURS NEED SUPPORT AND MOTIVATION TO WORK ON THEIR BUSINESS TRANSFER. THERE ARE MANY OTHER EUROPEAN COUNTRIES (E.G. GREECE, TURKEY, SPAIN) IN A COMPARABLE POSITION WE HAD TO MAKE A SELECTION AND WE AIM TO INFORM THESE INTERESTED INSTITUTIONS ABOUT THE PROJECT RESULTS.

IT IS NOT POSSIBLE TO COPY THE PROGRAM AND MODULES OF THE BELGIUM TRANSFER PARTNER SYNTRA BUT THEIR INFORMATION, EXPERIENCES, PROGRAM AND LEARNING MATERIALS (IN DUTCH) WILL BE ADJUSTED AND ADAPTED TO PARTNERS' SITUATION, NEEDS, AND NATIONAL RULES AND REGULATIONS AND RESULT IN A (FLEXIBLE) EUROPEAN BT PROGRAM.  
 PARTNERS (DE, LT, PT, NL) SUPPORT THIS INITIATIVE AND THE NEED OF THIS DEVELOPMENT AND AIM TO CONTRIBUTE TO DECREASE THE NUMBER OF COMPANIES THAT CLOSE BECAUSE OF LACK OF A SUCCESSOR.

PARTNERS HAVE DIFFERENT EXPERIENCES AND DIFFERENT KINDS OF ACCESS TO THE SME SEGMENT, HAVE CLOSE RELATIONS WITH THEIR LOCAL ENTREPRENEURIAL ORGANISATIONS, EXPERTS AND CHAMBERS OF COMMERCE.

**C.4.4 QUALITY MANAGEMENT PLAN**

Please provide a quality management plan: procedures, criteria and resources for monitoring and evaluation of the project; procedures, criteria and resources for internal and/or external evaluation - including quality control and testing, if applicable - of the interim and final results with regard to the needs of the target group(s) and sector(s) and of the potential endusers. Please explain in particular how the target group/s and/or potential endusers will be involved in these activities.

THE PROJECT IMPROVES THE QUALITY AND INTENSITY OF CO-OPERATION BETWEEN EDUCATIONAL INSTITUTIONS PROVIDING (VOCATIONAL) LEARNING OPPORTUNITIES, SME ORGANISATIONS / ENTERPRISES, BUSINESS EXPERTS, SOCIAL PARTNERS AND OTHER RELEVANT BODIES ON LOCAL LEVEL. IT HAS BEEN SCHEDULED THAT PARTNERS COMPLETE BEFORE WM2,3,4,5 A PROGRESS FORM IN WHICH THEY INDICATE THEIR PROGRESS IN THE PROJECT, BOTTLENECKS AND PROPOSED SOLUTIONS. COORDINATOR CHECKS REGULAR THIS PROGRESS, COMMUNICATES WITH PARTNERS, AND SUPPORT PARTNERS WITH DIFFICULTIES.



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IN WM1-2 THE PROJECT EVALUATION CRITERIA WILL BE DISCUSSED AND AGREED. THIS IS IMPORTANT FOR THE (EXTERNAL) EVALUATOR. COORDINATOR REMINDS PARTNERS TO DELIVER THEIR RESULTS (OUTCOMES, REPORTS, PRODUCTS, ETC.) IN TIME. DURING THE PROJECT IS WILL CONTINUOUSLY EMPHASIZED THAT THE OUTCOMES HAVE TO BE DISSEMINATED AS MUCH AS POSSIBLE BUT ALSO HAVE TO BE EXPLOIT, PREFERABLE IN CLOSE COOPERATION WITH THE ESTABLISHED PLATFORMS. THIS STIMULATES A MUTUAL APPROACH. THE PLATFORMS REPRESENT OUR TARGET GROUPS AND CAN INFLUENCE OUR DEVELOPMENTS. THE TEST OF THE PROGRAM WILL BE EVALUATED, TO IMPROVE THE PRODUCT BUT ALSO TO GET INSIGHT IN ANSWERING THE NEEDS OF THE ENTREPRENEURS / TRANSFERORS. EVALUATION OF THE TESTS WITH THE PARTICIPANTS, DISCUSSIONS WITH THE LOCALLY ESTABLISHED PLATFORMS, AND PRESENTATIONS IN SEMINARS GIVES THE TARGET GROUPS A LOT OF POSSIBILITIES TO INFLUENCE THE PROGRAM.

**C.4.5 EXPECTED IMPACT**

Please identify below the most suitable codes of educational field and level relevant to your target groups and sectors on which your proposal expects to have an impact.

Educational field	BUSINESS AND ADMINISTRATION (BROAD PROGRAMMES) ERA-04.0 MARKETING AND SALES MANAGEMENT ERA-04.7 ACCOUNTING AND TAXATION ERA-04.3 LAW ERA-10.0
Educational level	ISCED 3 - UPPER SECONDARY EDUCATION ISCED 4 - POST-SECONDARY NON-TERTIARY EDUCATION ISCED 4VOC - VOCATIONAL PROGRAMMES ISCED 4VPV-WRK - WORK BASED ISCED 5-6 - TERTIARY EDUCATION
Economic sector	OTHER MANUFACTURING RETAIL TRADE, EXCEPT OF MOTOR VEHICLES AND MOTORCYCLES OFFICE ADMINISTRATIVE, OFFICE SUPPORT AND OTHER BUSINESS SUPPORT ACTIVITIES

Please describe the expected short term and long term impact of your proposal on (1) target groups and/or sector and (2) geographical target areas (local, regional, national, and/or European)

	Target group(s) and/or sectors	Target group(s) and/or sectors Geographical areas (local, regional, national and/or European)
Short term impact	VET/HIGHER EDUCATION; ENTREPRENEURS	LOCAL/REGIONAL
Long term impact	VET/HIGHER EDUCATION; ENTREPRENEURS; ORGANISATIONS OF SME'S AND EDUCATION.	NATIONAL / EUROPEAN

How do you intend to measure the described levels of impact achieved during the project (i.e. short-term impact)? Please describe qualitative and quantitative indicators for (1) impact on target groups/sectors and (2) on geographical areas.

1) Indicators for impact on target groups and/or sectors

MEASURING BY MEANS OF:

- TRAINING PARTNERS ESTABLISH A LOCAL/REGIONAL PLATFORM. THE LIST WITH MEMBERS / COMPANIES INDICATES THE LOCAL COLLABORATION;
- THE NUMBER OF INTERESTED ENTREPRENEURS (VIA PLATFORM, ADVERTISEMENTS, ETC.) TAKING PART IN THE PROGRAM;
- THE INPUT FROM THE PLATFORM ON THE ADAPTED PROGRAM
- THE INTEREST OF OTHER VET/HE INSTITUTES AND OTHER BUSINESS TRAINING ORGANISATIONS TO APPLY THE OUTCOMES (COURSE PROGRAM);
- THE INTEREST OF PARTICIPANTS IN DISSEMINATION WORKSHOPS;
- THE EVALUATION REPORT OF THE TEST PERIOD
- THE NUMBER OF TRANSFER PLANS (A TRANSFER PLAN MAY INDICATE THE ENTREPRENEURIAL COMPETENCES AND KNOWLEDGE OF CANDIDATES WHICH SUPPORT NEGOTIATIONS WITH E.G. THE BANK).



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**2) Indicators for impact on geographical areas**

IT IS AIMED TO HAVE MEMBERS IN THE PLATFORMS WHO REPRESENT THE WHOLE AREA/REGION. SO ORGANISATIONS OF ENTREPRENEURS, CHAMBERS OF COMMERCE, INNOVATION CENTRES, EDUCATION, ETC. SHOULD BE REPRESENTED.

THE ORIGIN OF THE PARTICIPANTS INDICATE IF PARTICIPANTS COME FROM THE WHOLE REGION OR LOCALLY.

THE INTEREST OF VET/HE INSTITUTES TO PARTICIPATE IN EUROPEAN WORKSHOPS ABOUT BUSINESS TRANSFER (EFVET CONFERENCES).

Please describe (1) which aspects of your proposal (e.g. consortium, products and results, networks, etc) will be maintained after the Leonardo funding and (2) how you intend to manage them (e.g. financial and human resources, etc). In the case of products, please also specify how do you intent to sustain them (e.g. accreditation of materials, commercialisation, free of charge use etc.).

**1) Aspects of the proposal which will continue after the Leonardo da Vinci funding**

IN THEIR EXPLOITATION PLANS, PARTNERS WILL INDICATE HOW THEY APPLY THE RESULTS AND HOW THEY WILL OFFER THIS PROGRAM TO THEIR TARGET GROUP. IT IS AIMED TO PRODUCE A (GENERAL) OVERVIEW OF COSTS TO EXECUTE THE PROGRAM. ENTREPRENEURS TAKING PART WILL HAVE TO PAY A FEE.

NOWADAYS NATIONAL AUTHORITIES OFTEN HAVE SO CALLED LEARNING VOUCHERS WHICH STIMULATE ENTREPRENEURS / EMPLOYEES TO TAKE PART IN EDUCATION. THESE INCOMES MUST COVER THE STAFF AND OPERATIONAL COSTS.

**2) Mechanisms and resources to maintain them**

THE PROGRAM HAS BEEN ESTABLISHED WITH FINANCIAL SUPPORT OF THE EC AND IS FREE OF CHARGE AVAILABLE FOR OTHERS. THE MAINTENANCE OF BETTER, NEWER, ADDITIONAL MODULES OR CASES WILL BE PUBLISHED ON THE WEB SITE (AFTER THE FUNDING PERIOD TOO) ENSURING AVAILABILITY. THESE COSTS ARE VERY LOW.

ALL USERS ARE INVITED TO PRESENT THEIR REMARKS, SUGGESTIONS OR IMPROVEMENTS TO THE PMT AND AFTER EVALUATION THIS WILL BE PUBLISHED ON THE SITE.

Please identify how your project will have a direct impact on (1) the national VET system of your country and (2) the national VET systems of your partners.

**1) Expected impact on the national VET system of your country**

THE VET SYSTEM IN THE NETHERLANDS (BUT ALSO IN THE PARTNER COUNTRIES) OFFERS NO EDUCATION FOR ENTREPRENEURS IN THIS AREA. THE DUTCH COUNCIL OF VET INSTITUTES (MBO RAAD) HAS AGREED TO ORGANISE A WORKSHOP FOR EDUCATIONAL OFFICERS AND PRESENT THE RESULTS OF THIS PROJECT, THE PROGRAM AND THE EXPERIENCES.

WE COOPERATE IN 'CASE' (A GROUP OF HE INSTITUTES WORKING ON ENTREPRENEURSHIP) AND HERE WE WILL PRESENT THE OUTCOMES TOO. THIS GROUP HAS ALREADY BEEN INFORMED ABOUT THIS INITIATIVE.

**2) Expected impact on the national VET system of your partners**

IN THE PARTNER COUNTRIES THE PROBLEM IS COMPARABLE TO THE DUTCH SITUATION. THERE CAN BE A DIFFERENCE IN THE REQUIRED INVESTMENTS BECAUSE HARDWARE AND LOCATION ARE VERY EXPENSIVE IN THE NETHERLANDS.

THE RESULTS OF THE PROJECT INCREASE THE SPECTRUM OF SERVICES IN KAUNAS REGIONAL INNOVATION CENTRE AND IMPLICITLY WOULD INCREASE THE GROWTH OF ECONOMICS IN THE KAUNAS REGION. KRIC IS PLANNING TO COMMUNICATE WITH KAUNAS UNIVERSITY OF TECHNOLOGY AND TO COLLABORATE WITH STUDENTS AND PARTICIPANTS OF NON-FORMAL ADULT EDUCATION DEVELOPING AND APPLYING THE RESULTS OF THE PROJECT.

BFW HAS A LOT OF COLLABORATION WITH LOCAL INSTITUTES.

AVANS HAS ESTABLISHED COLLABORATION WITH BUSINESS INTEREST GROUPS ON LOCAL / REGIONAL LEVEL AND COOPERATION WITH THE VET



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COUNCIL ASSURES THAT RESULTS ARE PRESENTED TO VET INSTITUTES.  
IPP/IPSAC IN PORTUGAL IS INVOLVED IN SME DEVELOPMENTS AND OFFERS MANAGEMENT AND ACCOUNTING SUPPORT WHICH IS AN IMPORTANT ASPECT OF BT.  
IT HAS ALREADY BEEN EMPHASISED THAT WE HAVE HAD POSITIVE REACTIONS FROM THE SOUTHERN EUROPEAN COUNTRIES WITH RESPECT TO THIS PROPOSAL. GREECE, TURKEY, SPAIN, ETC. HAVE LOTS OF SMALL COMPANIES THAT ONE DAY OR ANOTHER HAVE TO BE TRANSFERRED TO ANOTHER ENTREPRENEUR. SEVERAL COLLEGES HAVE MENTIONED TO BE INTERESTED INTO THE RESULTS. WE WILL USE THE EFVET ANNUAL MEETINGS TO PRESENT THE RESULTS, PROGRAM, ETC. TO VET-INSTITUTES IN EUROPE.



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### C.5 BUDGET

#### C.5.1 DETAILS OF BUDGET CALCULATION

Please justify how you have addressed the cost effectiveness in the proposed budget.

COST EFFECTIVENESS IS SHOWN BY:

- TRANSFER AND ADAPTATION OF AN EXISTING PROGRAM THAT IS CHEAPER THAN DEVELOPING A COMPLETE NEW PROGRAM;
  - WE HAVE LIMITED THE NUMBER OF PARTNERS SO THAT THE WORK SESSIONS ARE SMALL AND EFFICIENT;
  - TOO MANY PARTNERS AND COUNTRIES ALSO BRINGS GREAT DIFFERENCES IN CULTURE, REGULATIONS, ETC. AT FIRST, WE AIM TO DEVELOP THE BASIC PROGRAM AND THAN TO OFFER THIS TO OTHER BODIES;
  - BY ESTABLISHING LOCAL PLATFORMS, THE PROJECT WILL BE SUPPORTED WITH INFORMATION AND KNOWLEDGE, IN ADDITION TO THE AVAILABILITY OF EXPERTS (WITH EXAMPLES FROM THEIR PRACTICES);
  - A WORKMEETING CAN BE CANCELLED IF THE MEETING IS NOT NECESSARY;
  - THE WEB SITE IS ALLOCATED TO ONE PARTNER. ALL PARTNERS CAN SEND THEIR INFORMATION TO THIS PARTNER WHO WILL PROCESS THE INFORMATION AND PRESENT IT ON THE SITE. THIS IS MORE EFFICIENT THAN EACH PARTNER HAVING TO UPLOAD HIS OWN INFORMATION;
  - WE HAVE CHOSEN TO GATHER DIFFERENT KINDS OF MATERIALS, AVAILABLE TO PARTNERS, AND TO PRESENT THIS AS A FLEXIBLE, DIGITAL HANDBOOK ON THE SITE (EXCEPT FOR PARTS PROTECTED BY COPYRIGHTS);
  - WE PREFER TO ESTABLISH COLLABORATIONS ON NATIONAL OR REGIONAL LEVEL WITH UMBRELLA ORGANISATIONS AND NOT TO INVOLVE THESE BODIES IN THE PROJECT. E.G. THE DUTCH VET COUNCIL HAS AGREED TO COLLABORATE. PARTNERS ARE OFTEN MEMBER OF EFVET AND CAN MAKE USE OF THESE FACILITIES;
  - WE HAVE AVOIDED THE ALLOCATION OF LARGE BUDGETS TO MATERIALS, SUCH AS BEAMERS, COMPUTERS, ETC. BECAUSE MOST PARTNERS ALREADY HAVE SUCH EQUIPMENT AND WE PREFER TO INVEST THE BUDGET IN TIME;
  - TRANSLATION OF DOCUMENTS IS AN EXPENSIVE ACTIVITY. WE PREFER THAT PARTNERS THEMSELVES TRANSLATE THE LEARNING MATERIALS AND PROGRAM INTO THEIR OWN LANGUAGE AND MEANWHILE ALSO ADAPT THE MATERIALS TO THEIR LOCAL NEEDS AND CONDITIONS. INSTEAD OF EXTERNAL EXPERTS, WE HAVE CALCULATED EXTRA DAYS FOR EACH PARTNER FOR TRANSLATIONS. ALL ACTIVITIES HAVE BEEN CALCULATED AS DAYS TO BE SPENT ON THE PROJECT AND THEREBY LIMITED OPERATIONAL EXPENSES.
  - PRODUCTION OF THE BOOK (COMIC) IN CLOSE COLLABORATION WITH THE COORDINATOR AND THE PARTNERS HAS THE ADVANTAGE THAT SUCH A BOOK WILL BE HANDED OVER TO OTHER PERSONS WHILE A BROCHURE MIGHT BE THROWN AWAY AND THAT WE MAY REACH A BIG AUDIENCE OF RATHER YOUNG PEOPLE.
- COMMUNICATION WITH THE LT PARTNER SHOWED THAT TRAVELING FROM LT TO OTHER EUROPEAN COUNTRIES IS VERY EXPENSIVE.

#### C.5.2 STAFF



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	Country	Overall total of working days	Overall total Staff costs	Type of Staff											
				1. Manager			2. Researcher, teacher and / or trainer			3. Technical			4. Administrative		
				Number of working days	Cost per day	Total staff costs	Number of working days	Cost per day	Total staff costs	Number of working days	Cost per day	Total staff costs	Number of working days	Cost per day	Total staff costs
	Total	1043	258542,00	24		6880,00	897		230652,00	25		4835,00	97		16175,00
	Avans Hogeschool	218	69027,00	9	381,00	3429,00	175	333,00	58275,00	5	264,00	1320,00	29	207,00	6003,00
	European Educative Projects BV	165	51795,00	0	381,00	0	140	333,00	46620,00	0	264,00	0	25	207,00	5175,00
	Syntra-Limburg	44	13825,00	1	376,00	376,00	40	321,00	12840,00	0	260,00	0	3	203,00	609,00
	European Forum of Technical and Vocational Education and Training	14	4431,00	1	376,00	376,00	12	321,00	3852,00	0	260,00	0	1	203,00	203,00
	Berufsfoerderungswerk Nuernberg GmbH	176	53882,00	4	363,00	1452,00	155	315,00	48825,00	5	253,00	1265,00	12	195,00	2340,00
	Kauno Regioninis Inovaciju Centras	178	15101,00	5	103,00	515,00	155	88,00	13640,00	5	67,00	335,00	13	47,00	611,00
	Stichting Bevordering Plattelandsvernieuwing Europa	71	23172,00	0	381,00	0	65	333,00	21645,00	5	264,00	1320,00	1	207,00	207,00
	Escola Superior de Educação do Instituto Politécnico do Porto	177	27309,00	4	183,00	732,00	155	161,00	24955,00	5	119,00	595,00	13	79,00	1027,00



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### C.5.3 TRAVEL AND SUBSISTENCE

ESTIMATED travel and subsistence costs. All figures in Euro.

Purpose of the journey	Country of destination	Partner(s)	Work package	Number of persons a	Number of days b	Daily subsistence cost per person c	Average price return journey d	Total costs aX [(bXc) + d]
Total				46	101			50871,00
Contact with EC Brussels	BELGIUM	Avans Hogeschool	Management & Coordination	1	1	279,00	75,00	354,00
Contractor contact with EC	BELGIUM	Avans Hogeschool	Management & Coordination	1	1	279,00	75,00	354,00
WM1	NETHERLANDS	Avans Hogeschool	Management & Coordination	2	3	307,00	75,00	1992,00
WM2	LITHUANIA	Avans Hogeschool	Management & Coordination	2	3	211,00	425,00	2116,00
WM3	PORTUGAL	Avans Hogeschool	Management & Coordination	2	3	181,00	425,00	1936,00
WM4	BELGIUM	Avans Hogeschool	Management & Coordination	2	3	279,00	100,00	1874,00
WM5	GERMANY	Avans Hogeschool	Management & Coordination	2	3	280,00	425,00	2530,00
Valorisation seminar	PORTUGAL	Avans Hogeschool	Management & Coordination	1	3	253,00	425,00	1184,00
WM1	NETHERLANDS	European Educative Projects BV	Management & Coordination	1	3	307,00	0	921,00
WM2	LITHUANIA	European Educative Projects BV	Management & Coordination	1	3	211,00	425,00	1058,00
WM3	PORTUGAL	European Educative Projects BV	Management & Coordination	1	3	253,00	425,00	1184,00
WM4	BELGIUM	European Educative Projects BV	Management & Coordination	1	3	279,00	75,00	912,00



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WM5 - final conference	GERMANY	European Educative Projects BV	Management & Coordination	1	3	280,00	425,00	1265,00
Valorisation - VET	DENMARK	European Educative Projects BV	Management & Coordination	1	3	385,00	425,00	1580,00
Valorisation Bilbao	PORTUGAL	European Educative Projects BV	Management & Coordination	1	3	253,00	425,00	1184,00
WM1	NETHERLANDS	Syntra-Limburg	Management & Coordination	2	3	307,00	100,00	2042,00
WM2	LITHUANIA	European Educative Projects BV	Management & Coordination	2	3	211,00	425,00	2116,00
WM5 final conference	GERMANY	Syntra-Limburg	Management & Coordination	2	3	280,00	425,00	2530,00
WM1	NETHERLANDS	European Forum of Technical and Vocational Education and Training	Management & Coordination	1	3	280,00	425,00	1265,00
WM5	GERMANY	European Forum of Technical and Vocational Education and Training	Management & Coordination	1	3	279,00	425,00	1262,00
WM1	NETHERLANDS	Berufsfoerderungswerk Nuernberg GmbH	Management & Coordination	1	3	280,00	475,00	1315,00
WM2	LITHUANIA	Berufsfoerderungswerk Nuernberg GmbH	Management & Coordination	1	3	211,00	425,00	1058,00
WM3	PORTUGAL	Berufsfoerderungswerk Nuernberg GmbH	Management & Coordination	1	3	253,00	425,00	1184,00
WM4	BELGIUM	Berufsfoerderungswerk Nuernberg GmbH	Management & Coordination	1	3	280,00	425,00	1265,00
WM5 final conference	GERMANY	Berufsfoerderungswerk Nuernberg GmbH	Management & Coordination	2	3	279,00	50,00	1774,00
WM1	NETHERLANDS	Kauno Regioninis Inovaciju Centras	Management & Coordination	1	3	280,00	875,00	1715,00
WM2	LITHUANIA	Kauno Regioninis Inovaciju Centras	Management & Coordination	2	3	211,00	50,00	1366,00
WM3	PORTUGAL	Kauno Regioninis Inovaciju Centras	Management & Coordination	1	3	253,00	875,00	1634,00
WM4	BELGIUM	Kauno Regioninis Inovaciju Centras	Management & Coordination	1	3	280,00	875,00	1715,00



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WM5-Final Conference	GERMANY	Kauno Regioninis Inovaciju Centras	Management & Coordination	1	3	280,00	875,00	1715,00
WM1	NETHERLANDS	Escola Superior de Educação do Instituto Politécnico do Porto	Management & Coordination	1	3	280,00	425,00	1265,00
WM2	LITHUANIA	Escola Superior de Educação do Instituto Politécnico do Porto	Management & Coordination	1	3	211,00	425,00	1058,00
WM3	PORTUGAL	Escola Superior de Educação do Instituto Politécnico do Porto	Management & Coordination	2	3	253,00	50,00	1618,00
WM4	BELGIUM	Escola Superior de Educação do Instituto Politécnico do Porto	Management & Coordination	1	3	280,00	425,00	1265,00
WM-5 Final conference	GERMANY	Escola Superior de Educação do Instituto Politécnico do Porto	Management & Coordination	1	3	280,00	425,00	1265,00
Subtotal		Avans Hogeschool		13	20			12340,00
Subtotal		Berufsfoerderungswerk Nuernberg GmbH		6	15			6596,00
Subtotal		Escola Superior de Educação do Instituto Politécnico do Porto		6	15			6471,00
Subtotal		European Educative Projects BV		9	24			10220,00
Subtotal		European Forum of Technical and Vocational Education and Training		2	6			2527,00
Subtotal		Kauno Regioninis Inovaciju Centras		6	15			8145,00
Subtotal		Syntra-Limburg		4	6			4572,00

### C.5.4 SUBCONTRACTING

ESTIMATED subcontracting costs. All figures in Euro.

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Subcontract	Task description	Partner(s)	Work package	Total costs
	Total			39747,00
Subcontract 1	Printing brochure BT / language check reports	Avans Hogeschool	Publicity and acquisition	4000,00
Subcontract 2	Evaluation of the project/external expert	Avans Hogeschool	Quality assurance and evaluation	9497,00
Subcontract 3	BT-transfer book (comic)	European Educative Projects BV	Dissemination and valorisation of the results	17500,00
Subcontract 4	Licence / copy rights	European Educative Projects BV	Adaptation and development of the BT program	5000,00
Subcontract 5	Printing brochure BT	Berufsfoerderungswerk Nuernberg GmbH	Publicity and acquisition	1500,00
Subcontract 6	Printing brochure BT	Kauno Regioninis Inovaciju Centras	Publicity and acquisition	1000,00
Subcontract 7	Printing brochure BT	Escola Superior de Educação do Instituto Politécnico do Porto	Publicity and acquisition	1250,00
	Subtotal	Avans Hogeschool		13497,00
	Subtotal	Berufsfoerderungswerk Nuernberg GmbH		1500,00
	Subtotal	Escola Superior de Educação do Instituto Politécnico do Porto		1250,00
	Subtotal	European Educative Projects BV		22500,00
	Subtotal	Kauno Regioninis Inovaciju Centras		1000,00

### C.5.5 EQUIPMENT

ESTIMATED equipment costs. All figures in Euro.

Description	Justification	Partner(s)	Work package	Number of items a	Cost per item b	Usage rate % c	Destination rate % d	Total costs aXbXcXd
Total equipment costs				2				1250,00
Lease of Computer/beamer	Workmeetings / Valorisation / Presentation results	Avans Hogeschool	Management & Coordination	2	625,00	100,00	100,00	1250,00
Subtotal		Avans Hogeschool		2				1250,00

### C.5.6 OTHER

ESTIMATED other costs. All figures in Euro.

	Description	Partner(s)	Work package	Total costs
	Total			28750,00
1	Venue test, consumables, facilities for the training	Avans Hogeschool	Test of the BT-program	750,00
2	Venue test, consumables, facilities for the training	Berufsfoerderungswerk Nuernberg GmbH	Test of the BT-program	750,00
3	Venue test, consumables, facilities for the training	Kauno Regioninis Inovaciju Centras	Test of the BT-program	550,00
4	Venue test, consumables, facilities for the training	Escola Superior de Educação do Instituto Politécnico do Porto	Test of the BT-program	650,00
5	Advertisements/media	Avans Hogeschool	Test of the BT-program	250,00



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6	Advertisements/media	Berufsfoerderungswerk Nuernberg Gmbh	Test of the BT-program	250,00
7	Advertisements/media	Kauno Regioninis Inovaciju Centras	Test of the BT-program	200,00
8	Advertisements/media	Escola Superior de Educação do Instituto Politécnico do Porto	Test of the BT-program	250,00
9	Experts (notary, accountant, soci-econom, lawyer, etc.)	Avans Hogeschool	Test of the BT-program	3000,00
10	Experts (notary, accountant, soci-econom, lawyer, etc.)	Berufsfoerderungswerk Nuernberg Gmbh	Test of the BT-program	3000,00
11	Experts (notary, accountant, soci-econom, lawyer, etc.)	Escola Superior de Educação do Instituto Politécnico do Porto	Test of the BT-program	2500,00
12	Experts (notary, accountant, soci-econom, lawyer, etc.)	Kauno Regioninis Inovaciju Centras	Test of the BT-program	400,00
13	Workshop to present/discuss program and outcomes	Avans Hogeschool	Dissemination and valorisation of the results	500,00
14	Workshop to present/discuss program and outcomes	Berufsfoerderungswerk Nuernberg Gmbh	Dissemination and valorisation of the results	500,00
15	Workshop to present/discuss program and outcomes	Escola Superior de Educação do Instituto Politécnico do Porto	Dissemination and valorisation of the results	400,00
16	Workshop to present/discuss program and outcomes	Kauno Regioninis Inovaciju Centras	Dissemination and valorisation of the results	400,00
17	Copying draft materials/reports/materials participants	Avans Hogeschool	Test of the BT-program	450,00
18	Copying draft materials/reports/materials participants	Berufsfoerderungswerk Nuernberg Gmbh	Test of the BT-program	450,00
19	Copying draft materials/reports/materials participants	Escola Superior de Educação do Instituto Politécnico do Porto	Test of the BT-program	400,00
20	Copying draft materials/reports/materials participants	Kauno Regioninis Inovaciju Centras	Test of the BT-program	350,00
21	Domain registration, internet access, etc.	Stichting Bevordering Plattelandsvernieuwing Europa	Publicity and acquisition	450,00
22	Valorisation: round table materials (brochures, copies, poster)	European Educative Projects BV	Dissemination and valorisation of the results	350,00



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23	Draft versions of program/reports to be discussed with partners	European Educative Projects BV	Management & Coordination	950,00
24	External accountant to check financial report	Avans Hogeschool	Management & Coordination	8800,00
25	Valorisation/dissemination (conferences with UEAMP, MBO Council, AOC Council, CoC, platforms, UNIZO)	Avans Hogeschool	Dissemination and valorisation of the results	2200,00
	Subtotal	Avans Hogeschool		15950,00
	Subtotal	Berufsfoerderungswerk Nuernberg GmbH		4950,00
	Subtotal	Escola Superior de Educação do Instituto Politécnico do Porto		4200,00
	Subtotal	European Educative Projects BV		1300,00
	Subtotal	Kauno Regioninis Inovaciju Centras		1900,00
	Subtotal	Stichting Bevordering Plattelandsvernieuwing Europa		450,00



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### C.5.7 EXPENDITURES AND REVENUE

ESTIMATED EXPENDITURES and REVENUE by TYPE OF COSTS and by PARTNER. All figures in Euro.

	Costs								Financing							
	Direct costs						Total project expenditures	Indirect costs	Community grant requested from LLP		Other sources		Total project revenues			
	A.Staff costs	Operations				Total direct costs (A + B)			Total indirect costs (up to 7%)	Grant total (up to 75%)	Partner's own funding	Amount		Specification		
		1.Travel and subsistence	2.Sub-contracting (up to 30%)	3.Equipment (up to 10%)	4. Other		B.Total operational costs	Total					%		%	
%	64,05	12,60	9,85	0,31	7,12	29,88	93,93	6,07	-		74,32		25,68	0,00		100,00
Total	258 542,00	50 871,00	39 747,00	1 250,00	28 750,00	120 618,00	379 160,00	24 500,00	403 660,00	100,00	300 000,00	100,00	103 660,00	0,00		403 660,00
Avans Hogeschool	69027,00	12340,00	13497,00	1250,00	15950,00	43037,00	112064,00	7000,00	119064,00	29,50	87000,00	29,00	32816,00	0		29,68
European Educational Projects BV	51795,00	10220,00	22500,00	0	1300,00	34020,00	85815,00	6000,00	91815,00	22,75	76850,00	25,62	14965,00	0		22,75
Syntra-Limburg	13825,00	4572,00	0	0	0	4572,00	18397,00	1000,00	19397,00	4,81	15000,00	5,00	4397,00	0		4,81
European Forum of Technical and Vocatio	4431,00	2527,00	0	0	0	2527,00	6958,00	500,00	7458,00	1,85	5150,00	1,72	2308,00	0		1,85



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Berufsf oerdu ngswe rk Nuern berg GmbH	53882,00	6596,00	1500,00	0	4950,00	13046,00	66928,00	4000,00	70928,00	17,57	49500,00	16,50	21065,00	0		17,48
Kauno Regioni nis Inovacij u Centra s	15101,00	8145,00	1000,00	0	1900,00	11045,00	26146,00	2500,00	28646,00	7,10	20000,00	6,67	8440,00	0		7,05
Stichtin g Bevord ering Plattela ndsver nieuwin g Europa	23172,00	0	0	0	450,00	450,00	23622,00	1000,00	24622,00	6,10	17250,00	5,75	7372,00	0		6,10
Escola Superio r de Educaç ão do Institut o Politéc nico do Porto	27309,00	6471,00	1250,00	0	4200,00	11921,00	39230,00	2500,00	41730,00	10,34	29250,00	9,75	12297,00	0		10,29



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### C.6 ELIGIBILITY CHECKLIST

Before sending in your application form to the National Agency, the following points should be addressed in order to ensure eligibility.

- Make sure that, in addition to the electronic form of your application, you also submit a signed paper version: in section D of the application form (see below) the paper version must bear the original signature of a person authorised by the applicant organisation. The signature also confirms that your organisation is not in a situation of the exclusion criteria and that you have the necessary capacity to successfully implement your project.
- Make sure that you have used the official application form for the activity planned in the project
- Make sure that all fields in the application form where you are required to fill in have been completed.
- The form is not handwritten (except for the signature of the 'Declaration')
- Make sure that you comply with the deadline published in the call.
- Make sure that the duration of your project is not shorter than 12 months and not longer than 24 months.
- Make sure that your organisation, the applicant organisation, has the status of a legal body.
- Be sure to comply with the minimum size of the consortium, i.e. partners from at least 3 countries (including the country of the applicant), including at least one from the European Union.
- The proposal has to be written in the language which will be used among the consortium partners for the implementation of the work programme. Should the working language of the consortium not be English, French or German then the summary in the application must be in English, French or German.
- Make sure that you have filled in the budget tables in detail.
- The application must include letters of intent from the obligatory minimum number of partners. \*)
- If you are not a public body and your grant request exceeds EUR 25.000, please add a copy of the official accounts for the most recent financial year for which the accounts have been closed. \*\*)

\*) Faxed or scanned versions of letters of intent can be accepted at application stage provided that at contracting stage the originals are available.

\*\*\*) Public body: For the purpose of this call, all schools and higher education institutions specified by the participating countries and all institutions or organisations providing learning opportunities which have received over 50% of their annual revenues from public sources over the last two years or which are controlled by public bodies or their representatives, are considered as public bodies."official" means accounts certified by an appropriate external body, and/or published, and/or approved by the organisations general meeting.



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### D. DECLARATION OF HONOUR

To be signed by the person legally authorised to enter into legally binding commitments on behalf of the applicant institution.

**I, the undersigned,**

Request from my National Agency a grant for the activities applied for in this application form.

**Declare that:**

- All information contained in this application, is correct to the best of my knowledge.
- The organisation I represent has the adequate legal capacity to participate in the call for proposals.

EITHER

The organisation I represent has financial and operational capacity to complete the proposed action or work programme

OR

The organisation I represent is considered to be a "public body" in the terms defined within the Call and can provide proof, if requested of this status, namely: It provides learning opportunities and

- Either (a) at least 50% of its annual revenues over the last two years have been received from public sources;
- Or (b) it is controlled by public bodies or their representatives

I am authorised by my organisation to sign Community grant agreements on its behalf.

**Certify that:**

The organisation I represent:

- is not bankrupt, being wound up, or having its affairs administered by the courts, has not entered into an arrangement with creditors, has not suspended business activities, is not the subject of proceedings concerning those matters, nor is it in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
- has not been convicted of an offence concerning its professional conduct by a judgment which has the force of 'res judicata';
- has not been guilty of grave professional misconduct proven by any means which the National Agency can justify;
- has fulfilled its obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which it is established or those of the country where the grant agreement is to be performed;
- has not been the subject of a judgment which has the force of 'res judicata' for fraud, corruption, involvement in a criminal organisation or any other illegal activity detrimental to the Communities' financial interests;
- it is not currently subject to an administrative penalty referred to in Article 96(1) of the Financial Regulation (Council Regulation 1605/2002 of 25/06/02, as amended).



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### Acknowledge that:

The organisation I represent will not be awarded a grant if it finds itself, at the time of the grant award procedure, in contradiction with any of the statements certified above, or in the following situations:

- subject to a conflict of interest (for family, personal or political reason or through national, economic or any other interest shared with an organisation or an individual directly or indirectly involved in the grant award procedure);
- guilty of misrepresentation in supplying the information required by the National Agency as a condition of participation in the grant award procedure or has failed to supply this information.

In the event of this application being approved, the National Agency has the right to publish the name and address of this organisation, the subject of the grant and the amount awarded and the rate of funding.

**I acknowledge that administrative and financial penalties may be imposed on the organisation I represent if it is guilty of misrepresentation or is found to have seriously failed to meet its contractual obligations under a previous contract or grant award procedure.**

### PROTECTION OF PERSONAL DATA

Processing your grant application will involve the recording and processing of personal data (such as your name, address and CV). Such data will be processed pursuant to Regulation (EC) No 45/2001 on the protection of individuals with regard to the processing of personal data by the Community institutions and bodies and on the free movement of such data. Unless indicated otherwise, your replies to the questions and any personal data requested are required to evaluate your application in accordance with the specifications of the call for proposals and will be processed solely for that purpose by the National Agency and the Directorate-General Education and Culture of the European Commission. You are entitled to obtain access to your personal data on request and to rectify any such data that is inaccurate or incomplete. If you have any queries concerning the processing of your personal data, you may address them to your National Agency and the Directorate-General Education and Culture of the European Commission. You have the right of recourse at any time to the European Data Protection Supervisor for matters relating to the processing of your personal data.

You are informed that for the purposes of safeguarding the financial interest of the Communities, your personal data may be transferred to internal audit services, to the European Court of Auditors, to the Financial Irregularities Panel and/or to the European Anti-Fraud Office (OLAF).

Data of applicants which are in one of the situations referred to in Articles 93 (1), 94 and 96(2)(a) of the Financial Regulation may be included in a central database and communicated to the designated persons of the Commission, other institutions, agencies, authorities and bodies mentioned in Article 95(1) and (2) of the Financial Regulation. This refers as well to the persons with powers of representation, decision making or control over the said applicants. Any party entered into the database has the right to be informed of the data concerning it, up on request to the accounting officer of the Commission.

Signature: \_\_\_\_\_ Date / / (day/month/year)

Name of signatory: \_\_\_\_\_ Position within the organisation: \_\_\_\_\_

Name of the applicant organisation: \_\_\_\_\_

Stamp of the applicant organisation (if required by your National Agency)