



Leonardo da Vinci Programme

**Be Your Own Boss
Training Partnership**

Final Evaluation Report

**Localecon Associates working on behalf
of Staffordshire University, UK**

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1. Introduction

This final evaluation report is the fifth in a series of documents produced as part of the Be Your Own Boss Training Partnership (BYOBTP) Project. Summarising the activities completed as part of the project, and concluding on its achievements, it has been produced by the external evaluation team at Localecon Associates working on behalf of Staffordshire University.

2. The project: evaluation context

The nature of the project clearly conditioned the evaluation context and this was built into the evaluation approach from the outset.

Leonardo da Vinci (LdV) is the European Community's vocational training programme. It encourages collaboration between organisations involved in vocational training, aiming to improve the quality of training provision, develop the skills and mobility of the workforce, stimulate innovation and enhance the competitiveness of European industry.

Within Leonardo, the **BYOBTP project** was built from an earlier, successful project completed by a range of partners and including those involved in BYOBTP. As a transnational mobilities project, the follow-on project focused on **working in partnership to identify best practice in training delivery for self-employment using the training materials previously developed within BYOB**. As before, the work had a specific focus on groups such as the disabled, women, young people, ethnic minorities, and people resident in rural areas, who have traditionally low business start-up rates. In these terms, the project was designed to meet a real need – helping to build the potential of local economies and supporting the development of entrepreneurs from amongst relatively disadvantaged groups. BYOBTP majored on 'training the trainer' in an endeavour to cooperate, help create innovative practices and exchange experience between partner countries.

The **approach of the project** was thus to observe and discuss in focus groups the delivery of materials in each partner country through mobilities between them. This was based on listening to others and, ultimately, disseminating findings, conclusions and practice. The clear drive was to achieve best practice and to add value to the existing train the trainer manual and associated briefing papers.

From the perspective of the evaluation, it is important to note that it was focused on best practice in the project process, and there was a clear intention for its results to be fed into the wider practice environment. This, of course, relates to the process of disseminating and exploiting project outcomes to meet user needs, with the ultimate aim of integrating and using them in training systems and practices at local, regional, national and European level. Evaluation outcomes, and an evaluation process that provided a feedback loop to maximise

the positive aspects of the BYOBTP project during its period of delivery, was a key part of that process.

3. Evaluation ethos and approach

In general, the **working approach** was that evaluation activity should be a means not an end, and part of the process of helping organisations and partnerships to achieve sustained project outcomes. In essence, it should facilitate a reconsideration of **objectives** and processes, review progress to date, and determine any course corrections that might be enacted. The evaluation work also needed to focus on **purpose and process**, pinpointing why initiatives were succeeding or underperforming against expectations, and how future actions could be improved. **Learning from experience**, adjusting for improvement and celebrating and publicising success through dissemination, was viewed as vital. Of course, evaluation needed to include some assessment of the efficacy or otherwise of the processes whereby **actions and activities** were determined and implemented. This involved an assessment of the development, scope, inclusiveness, and linkages of the projects.

Clearly, there were both interesting **challenges** confronting the project and substantive **opportunities**. In the former case, these involved training approaches that vary in type and experience across national/regional contexts that have contrasting business development practice and economic conditions.

In essence, the evaluation was set up to,

- support the **establishment of a clear approach** to project evaluation and the encouragement and recording of good practice activity from an early stage in its activity; and,
- **recognise the challenges** in achieving the project outcomes and build in processes that would help to achieve them.

As such, in an endeavour to ensure high quality results from the project, the evaluation focused not just on process and outputs but on more in-depth effects and sustainable outcomes. The stages of the work allowed for a **feedback loop** to evaluate the effectiveness of the project activities and to **feed back recommended adjustments to maximise their outcomes**.

In these terms, the **basic aims** of the work, and **associated activities** in the evaluation work programme were to both assess the effectiveness and outcomes of the project methodology, transnational linkages and use of training materials, and to support a successful outcome to the project, through;

- regularly reflecting on the **project objectives** and the challenges and opportunities involved;

- reviewing the outcomes from **partner work package tasks**;
- the **assessment of achievements** through observation at the transnational meetings and discussions with partners; and,
- **recommendations for future activity** based on the evaluation findings.

In general, the work took a **positive and constructively critical stance**. Its major objective was to review project progress and to reflect on objectives and achievements, to feedback ideas and advise on potential improvements and adjustments during the early stages of the project, to confirm success where appropriate, and to suggest ways forward where constraints were evident.

In essence then, the evaluation ethos was to **capture outputs** (in this project, the mobilities) – and thus exchanging experience and improving trainer materials and awareness of methods, but also to **focus on outcomes** – that is, encouraging and supporting greater success in training approaches involving target groups within the project. With that in mind, evaluation alerts stemming from the work at each stage of the project were reiterated and provided a context for the meetings. Emerging from initial evaluation work, these were;

- the need to establish best/good practice guidelines, and to,
- build trainer materials from that; and,
- the need to clearly articulate and respond to training challenges confronting trainers; especially with regard to,
- training approaches for the precise needs of the target groups that were the focus of the project.

In this regard, the productive value of working partner meetings (mobilities) was considered to be vital and was thus reflected in the evaluation approach.

4. Achievements at the partner meetings

Four partner meetings were held as the core activity of the project. These were evaluated individually as part of the ongoing activity, with reports that fed back results soon after the events. This section collates the findings from the various evaluation notes produced during the project period.

Partner meeting 1: Stoke-on-Trent, UK

The initial partner meeting was held in Stoke-on-Trent, UK in January 2010. This involved clarification of work packages to be completed within the project, agreements on communications and evaluation approaches, discussions on best practice and innovation, including an assessment of trainer handbook needs and training delivery, a review of

learning issues for specific target groups, and a group observation and follow-up discussion on the delivery of an e-business training workshop for local small and medium-sized enterprises (SMEs).

Following this initial event, a survey questionnaire was distributed to partners. This covered the success or otherwise of the meeting, as well as challenges in successfully delivering the BYOFTP project and each partner's work package, and potential actions to limit any anticipated problems.

The initial event as a whole was viewed as highly successful. On a scale of 1 to 5, where 1 = very high or very successful, and 5 = very low and/or unsuccessful, the average scores were as follows:

Clear understanding and agreement on project objectives **1.3**

Consensus view: excellent understanding, with further clarification of objectives from the initial proposal, but with some areas needing to be clarified as the project progresses.

Clear understanding of work packages and their role within the overall project activities **1.0**

Consensus view: partners all felt that their work package roles were clearly established and confirmed.

The survey also covered **challenges, problems and potential actions and solutions**. In this respect, a number of comments were made by partners and these are summarised here.

The rationale underpinning a review of **potential challenges** at the outset of the project was that awareness and discussion of these would avoid problems at a later stage. In effect, **the issues raised form alerts** for consideration in the ongoing delivery of the project.

In a general sense, the main challenges were viewed as:

- **establishing the appropriate criteria to identify and select best practice**, and especially in terms of the target groups covered by the BYOBTP project;
- **setting the priorities** and establishing which training topics are the most important;
- **ensuring that all target groups are covered**; and,
- **selecting the appropriate training methodology and approaches**.

The practicalities of exchanging good practice, and meeting different professionals in the field, were also identified. In particular, there are language barriers in understanding delivery from the UK trainers' point of view. In addition, there may well be travel issues in getting to see the actual training centres, as well as potential privacy and data protection issues. Producing the final trainer guidance was seen as potentially problematic in terms of translation costs.

In addition to overall challenges and potential problems, some **challenges with regard to work packages** were identified. These included ensuring an effective design for the website, the formulation of the 'right' questions for the focus group to receive useful answers (in other words, developing the template with discussion points for target group), and, in practical terms, meeting the project costs – such as room hire and catering – that are not covered by mobilities, as well as ensuring that the activities of the project were disseminated and understood by others in the participating agencies and organisations.

In many ways, the challenges could be viewed as potential opportunities. As one respondent noted, "the main challenges are the observations of the training courses in different European countries. Although we can use similar training materials (as we have found during the BYOB pilot project) there are still many differences in project delivery, methodology, integration of the learners into training process, and so on. It is obvious that we still can learn from each other and share best practice."

In terms of **potential actions to limit any emergent problems**, partners felt that the following would be appropriate responses, in other words, guidelines to be followed:

- **work closely with partners**, building further the successfully cooperative approach initiated with the previous BYOB project;
- **ensure that a productive, creative approach is deployed**, making the most effective use of advanced technology and training approaches;
- **utilise previous experience of focus group activity** and also collaborate with all partners in developing the discussion point framework;
- **build a strong contact base** and promote the project idea;
- **motivate partners and experts to share common ideas**; and,
- **involve all relevant experts from within participating partners** – such as the trainers and IT experts – to ensure high quality and effective outcomes.

In more practical terms, there was a suggestion that, for an individual partner, it would be useful to:

- set aside specific times per month to concentrate upon BYOB Partnership project;
- brief other members of staff to cover in case of resignation, illness or other absence; and to,
- write a brief on the project for others within each partner organisation to follow.

These emergent good practice guidelines may well have a resonance and applicability for other projects funded through the Lifelong Learning Programme.

Initial evaluation activity with regard to the BYOBTP project was able to conclude that it was on course to successfully achieve its key objectives and, given the enthusiasm and close partnership working of partners, to build real and effective outcomes from its programme of work. There were potential difficulties – and these were flagged as alerts for participant awareness and future action – but there was a sound awareness of these and, most important, processes in place to minimise any emerging problems.

Partner meeting 2: Nesebar, Bulgaria

The second partner meeting was held in Nesebar, Bulgaria in May 2010. This involved a recap and review of evaluation approaches, work on the website, the observation of training approaches and methods in Bulgaria captured through video recording, a series of interactive discussions between partners, and presentations/discussions on best practice.

It was seen as vital to:

- clearly establish **best practice guidelines** for training approaches and materials;
- **build trainer materials** from that; and,
- clearly articulate and respond to the **training challenges confronting trainers**, particularly with regard to the **needs of the target groups** covered by the project.

Following this event, a survey questionnaire was distributed to partners. This covered the success or otherwise of the meeting in clarifying project objectives, the value of the meeting in discussing best practice, the usefulness of the training approaches observed, and the overall success of the working visit. In each case, participants were asked to comment and score where 1 = very high or very successful; 2 = high or successful; 3 = some; 4 = low or not successful; and 5 = very low and unsuccessful.

Participants were asked the following questions in terms of the extent to which the **partner meeting in Nesebar** achieved the following:

Confirmed and where necessary clarified the objectives of the project? 1.0

Consensus view: the meeting confirmed the relevance of the project objectives; it was useful to recap on objectives and the activities enhanced ideas over the final output.

Progressed the discussion on best practice in training approaches for business start-up? 1.3

Consensus view: during the meeting partners defined the features of best/good practice, its characteristics and definition; this was a logical further step and we have done it; although we are still at an early stage on this we are looking at examples first and now need to start identifying best practice in finer detail; a clear definition will be important; the key success factors were the discussions among partners in small groups and also the observations of video records from a trainer's work. This experience enabled the clarifying of issues on what is best practice and how it can be maximised for a particular target group.

Provide useful examples of training approaches that can be applied to business start-up work? 1.0

Consensus view: partners had the opportunity to observe several examples of the training approaches applied by the Bulgarian partner. These were very useful because there were examples of the training approaches to the specific target groups of young people and healthy disabled persons. During the meeting a presentation of a training method entitled 'a fish in a box' was made. This method could be considered as valuable because it sticks only to the initial situation and the desired result.

There were few **additional challenges emerging from the partner meeting**, more so reminders of the wider challenge.

Especially during the observation of the course delivered to the group of young people it was felt that the importance of the relation to the learners and effective feedback was reinforced. The BYOBTP course is not only about transfer of knowledge from the trainer to the learners, but it is also about the motivation and stimulation the learners. The first step needs to be the effective communication with the group of learners.

Perhaps an additional challenge was that the workload needs to be spread amongst all partners to produce an effective and fully supported final best practice guide.

At the core of the activity was the need to define what is best practice in terms of the BYOBTP project and with regard to the target groups, and to assess how it might be maximised and encouraged?

Focusing on good/best practice, it was agreed that the following would be further developed at future partner meetings:

1. establish a consensus on what is best practice, drawing from the experience of BYOBTP partners and their trainer communities, and building a high quality 'train the trainer' approach;
2. develop and publicise best practice findings as guidelines via the production of a basic template document; and,
3. try to ensure that best practice in training is developed as both an ethos and a set of delivery and development guidelines.

Following the Nesebar meeting, the evaluation team was able to conclude that the project remained on course to successfully achieve its key objectives. Given the enthusiasm and close partnership working of partners and participants, it was expected to build real and effective outcomes from its programme of work.

Partner meeting 3: Prague, Czech Republic

The third partner meeting was held in Prague, Czech Republic in October 2010. This involved a particular focus on best practice in training for business start-up amongst the target groups focused upon in the project, with a series of interactive discussions between partners, and presentations/discussions on best practice.

Prior to the meeting it was seen as important to further develop, clearly establish and finalise **best practice guidelines** for training approaches and materials and to start the process of **building trainer materials** from that. This required agreement on the allocation of tasks as a clear division of labour to ensure the production of a genuinely inclusive, partnership-based guidance document. It was also seen as important to build materials around the **challenges confronting trainers** in terms of the **needs of the target groups** covered by the project.

Following this event, a survey questionnaire was distributed to partners. This covered the success or otherwise of the meeting in progressing the discussion on best practice in training approaches for business start-up, establishing the basic approach to be used in developing a best practice guide, providing further useful examples of training issues and approaches that can be applied to business start-up work, reviewing the possibilities for further projects to either sustain the partnership or to progress the entrepreneurship training agenda, and the overall success of the working visit.

Participants were asked the following questions in terms of the extent to which the **partner meeting in Prague** achieved the following:

Progressed the discussion on best practice in training approaches for business start-up? **1.0**

Consensus view: it was felt that the partnership had established a genuine consensus of approach to this subject to try to make the planned guide as innovative as possible whilst seeking ideas outside the group's circle of knowledge. Discussions were very positive.

Established the basic approach to be used in developing a best practice guide? 1.0

Consensus: the basic approach was established and partners looked ahead to implementation.

Provided further useful examples of training issues and approaches that can be applied to business start-up work? 1.5

Consensus: the examples worked well and were relevant to BYOB specifically. The observation of real training sessions (via, for example, video material) was viewed as useful as it allowed partners to see how other countries and other trainers organised training courses on the same topic.

Reviewed the possibilities for further projects to either sustain the partnership or to progress the entrepreneurship training agenda? 1.5

Consensus: there was support for another project but it needed to be relevant and ideas needed to be developed further. The partnership could be enriched with other partner countries and organisations. Several ideas were discussed in a very productive atmosphere.

There were few **additional challenges** emerging from the partner meeting, more so reminders of the wider challenge, including the workload that was increasing as the project approached its conclusion and the best practice guidance work which needed to be completed. The time remaining on the project was limited and it was stressed that the partners needed to be 'quick' with the questionnaires and the preparation of the 'manual/guide'.

Several ideas emerged for **possible future cooperation**. These included, the development of other training modules additional to the basic BYOB course, or the involvement of successful entrepreneurs and people from practice as participants in entrepreneurial education. The possibility of progressing the entrepreneurship training issues, perhaps with a 'coaching the trainers in how to mentor the entrepreneurs' project was mentioned.

There was excellent partner cooperation and self-support and the partnership was felt to be "very responsibly managed by the project coordinator" with "all the project work monitored by the project evaluator so that eventual problems could be detected and solved early."

Partner meeting 4: Kaunas, Lithuania

The final partner meeting was hosted in Kaunas by the Lithuanian partners. As well as discussion on training cultures in Lithuania, this particularly focused on the confirmation and application of best practice approaches.

Following this event, a survey questionnaire was distributed to partners. This covered achievements in developing best practice ideas, the success of further examples of training approaches, and evaluation benefits, as well as the overall success of the working visit. Other questions covered progress in attaining final outcomes in terms of wider understanding, innovative approaches, understanding best practice, support for disadvantaged groups, and networking to exchange experience.

Participants were asked the following questions in terms of the extent to which the **partner meeting in Kaunas** achieved the following:

Progressed the discussion on best practice in training approaches for business start-up? 1.3

Consensus: discussion about the practice training was really useful and interesting. Participants could compare attitudes, perceptions and, most important, experiences based on trainer responses.

Established the basic approach to be used in developing a best practice guide? 1.0

Consensus: it was agreed that the best guide, except for the handbook, could be a credit card format, containing basic information about what to keep an eye on when it comes to the course itself. Motivating participants to attend the next lesson was important.

Provided further useful examples of training issues and approaches that could be applied to business start-up work? 1.3

Consensus: the examples were viewed as widely beneficial, offering ideas on areas such as icebreaker activities, or an early coffee break that brings a positive atmosphere for the course.

Helped to establish the ways in which the final outcomes of the BYOBTP project will be evaluated? 1.3

Consensus: it was agreed that the activities had been beneficial, especially where these include the opinions of trainers and trainees.

The overall success of the partnership meetings

Part of the post event survey following each event focused on the value of the meeting itself. Across the four working visits, an average score of 1.2 in '**successfully meeting needs and expectations as working visits**' reflected the success of these core activities

On the basis of comments received, timings were adjusted to allow maximum benefits for discussion, although partners regularly had "achieved more than we expected". The course observation was a very good base for the training focus groups and there was felt to be a very interesting and inspiring discussion from the trainers in different partner countries. In general, the consensus was that the meetings more than met expectations, providing further clarification of project progress and direction. The best practice brainstorming was productive, and the atmosphere during the meeting was described as "very inspiring". Working visits were also applauded in generally exchanging experience from each country. Thus, "we found out that some of the priorities in one country are not priorities at all in another and so realised that we need to adapt the courses not just for the target groups but also for each country context."

5. The assessment of final outcomes

In the final evaluation survey, project participants were asked to comment, with regard to the **final outcomes of the project as a whole**, on the extent to which the BYOBTP project has achieved the following?

Helped to provide a wider understanding of different methods and approaches in training for self-employment? 1.0

Consensus: the information collected over the duration of the project gave us much better idea about what to concentrate on and also gave us a chance to make the training easier to understand and make the most out of it.

Provided innovative ideas that could be used in developing training approaches? 1.3

Consensus: a number had been generated – such as informative credit cards, and the fact that you need to "know your audience".

Enabled partners to enhance their understanding of best practice in training for self-employment? 1.3

Consensus: partners felt that they were now better aware of what is best practice in each part of the course, pre, during, and post course. Each national partner was able to assess the applicability of best practice in their particular operating contexts.

Produced ideas and approaches that will support the development of entrepreneurs from amongst relatively disadvantaged groups such as the disabled, women, young people, ethnic minorities, and people resident in rural areas? 1.3

Consensus: it was widely acknowledged that there is a need to find suitable approaches and activities for disadvantaged groups, and at the meeting partners exchanged the experience about how to do so.

Offered networking opportunities and a chance to exchange experience that could not have occurred without the project? 1.3

Consensus: this was felt to be definitely positive. Without the project partners felt that they would never find out how important it is to make a specific plan for each disadvantaged group and especially, that the cultural and ethnic differences do make a huge differences in how to access them, make them understand and therefore make the course helpful, useful and effective.

On these bases, it is clear that the BYOBTP has effectively delivered its key objectives and, in fact, reviewed business start-up and training issues more fully than originally envisaged as well as developing ideas on best practice and maximising the benefits of the networking (mobilities) activity that has been at the core of the project.

6. Emergent themes

Two major themes have emerged from the BYOBTP project activity. First, the establishment of best practice in approaches to training for business start-up amongst relatively disadvantaged groups. Second, the articulation of benefits from mobilities that enable networking activity of the type supported by the project.

1. Progress on establishing best practice

As a result of the BYOBTP initiative, substantial progress was made, especially at the Prague and later meetings, in establishing best practice guidelines. On a number of occasions, interactive group discussions focused on 'what is best practice' in terms of pre-training, during training, and post-training. Key issues emerging during the session were as follows:

Prior to the training activity

Pre-start networking to exchange information and share issues and concerns.

Understand the audience – for example, screening clients for ability levels is vital.

Assessing expectations.

Having a diverse group.

Organisation – time, place and quality awareness.

Preliminary information about the course, including trainer profile.

Preliminary expectations of trainees – content; personal need.
Inform trainee on materials, outcomes and certification.
Anticipation of 'problems' with 'difficult' trainees.
Tailor materials to the needs of the target group.
Review practical examples prior to course delivery – to ensure relevance.
Modify/personalise content according to the target group.

During the training activity

Active participation is essential – interactive learning.
Essential to test understanding at each stage.
Constructivist approach – learning by doing.
Training should be adapted as far as possible to the participant's individual learning styles as well as needs.
Trainers should conduct and follow the group dynamics in terms of content and methodology.
Visuality of information and non-verbal communication is vital.
Icebreaker/relaxation techniques (motivational theory) are important.
Support informal relations among participants.
Combine a mix of activities – such as individual activity, group work and formal delivery.
Reminder and ongoing review of expectations.
Test usefulness immediately after/at end of session/s.
Employ the services of an inspirational start-up example, preferably from the target group.

Post training activity

Process of certification needed.
Post course consultation.
Summary of issues and important learning outcomes.
Offer follow-up training opportunities.
Formally evaluate degree of success in achieving objectives.
Review success using trainer experience.
Provide an opportunity for delivery trainer networking.
Test that trainees' needs are met.
Test satisfaction of trainees and trainers.

Whilst this provides a checklist that partners will be able to deploy in future activity, some additional work was completed in the prioritisation. This involved survey activity in each partner country. Trainers were questioned on their personal views as regards training priorities.

On the basis of the originally articulated list, priority areas were identified by the trainer communities and, during the final partner meeting in Kaunas, wide-ranging discussion based on the survey outputs was possible. In particular, variations between partner countries were debated and discussed. As the final evaluation survey reveals, participants were very positive about the value of these final group project activities. As stated, "discussion about the practice training was really useful and interesting", and "participants could compare attitudes, perceptions and, most important, experiences based on trainer responses." With a participant score of 1.3 (where 1 is excellent and 2 very useful), this provided a valuable

completion to the core project activity. Drawing on the array of ideas developed during the partner meetings, a trainer guidance document was produced by the coordinating partner.

2. Reflecting on the value of networking activity

At the final working visit in Kaunas, the partners reflected on and articulated in group discussion, the specific benefits of the mobilities that support networks such as the BYOBTP, in other words, formally articulating and recognising the fine detail of partnership benefits.

A wide range of benefits were highlighted, all of which would not have been generated without the project funding (mobilities) support. These included the opportunity to benefit from a full cultural demonstration, the awareness of different training environments in terms of infrastructure and delivery approaches, sharing the detailed evidence of success (or failure) on a face-to-face basis, and an ability to raise an awareness and discuss the role of grant giving regimes in partner operating environments. For example, given the challenge of a motivated but constrained business starter the question asked and discussed was how differently does each system deal with it and what are the comparative successes?

Not only the fact of the networking but also its duration was discussed. In two days it was felt that there is time to immerse in a different environment. During working visits, partners were constantly making comparative assessments with each visit, in effect, built around comparatives.

In essence, the following emerged as major benefits or achievements as regards the networking experience:

- a confirmation of the value of direct observation of training approaches, body language and other nuances, and face-to-face interaction with meetings over two days or more thus enabling immersion, reflection and response to be developed during the networking period;
- the possibility to 'spark' ideas via face-to-face interaction;
- the improvement of personal awareness and skills through experiential learning;
- commonalities and similarities: a raised awareness of drawbacks and improvement potentials;
- the link between width of experience and the chance to identify innovative and applicable ideas;
- an opportunity to solidify ideas in a professional environment and to change approach following discussions;
- the consolidation of a partnership that, for at least some partners, will generate sustained activity through new project developments;
- inter-cultural communication that would not have been possible in the absence of the BYOBTP (or similar) project; and,
- a positive atmosphere conducive to creative thinking.

In total, these benefits, articulated by the group, reflect the genuine achievements of the project.

7. Summary

The evaluation activity conducted during the delivery of the BYOBTP project is able to conclude that it has successfully achieved its key objectives. Given the enthusiasm and close partnership working of partners and participants, the project was able to build real and effective outcomes from its programme of work.

The positive opportunities provided by the networking experience were fully recognised and fully articulated by participants. From the partner meetings involved, in its focus on the development and clear establishment of best practice guidelines for training approaches and materials, the project has been able to build trainer materials, in particular around the challenges confronting trainers in terms of the needs of the target groups covered by the project. As a result of BYOBTP, partners are better informed about the trainer approaches developed in partner countries and more fully equipped to pursue best practice in training for self-employment amongst groups with traditionally low business start-up rates.

Previous evaluation materials

Evaluation Note 1, January 2010

Evaluation Note 2, March 2010

Evaluation Note 3, June 2010

Evaluation Note 4, October 2010

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