SET

Self Entrepreneurship Training for Trainers

SELF ENTREPRENEURSHIP TRAINING FOR TRAINERS

SET

Education and Training

Education and Culture DG

Lifelong Learning Programme

A new methodology for a training course to trainers in the area of entrepreneurship

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ACKNOWLEDGEMENTS

The SET partnership would like to thank all the trainers, trainees, counselors, entrepreneurs and other individuals and institutions that collaborated in the development of this project by providing their input through the participation in key areas of the project, such as: needs analysis, pilot courses, G3 courses and the final conference.

The participation of individuals and institutions from more than 10 countries across Europe was crucial for the successful development of the SET project.

SET partnership

SET - Self Entrepreneurship Training for Trainers

1. INTRODUCTION

Entrepreneurship is nowadays acknowledged as a crucial factor for the economic and social development of countries. The characteristics of entrepreneurship in each country are closely connected to local conditions such as cultural attitudes towards self employment, financial support available, barriers to market, commercial and professional infrastructure and availability of education and training in the area of entrepreneurship.

SET project is a two year project focused on entrepreneurship education for trainers (self entrepreneurship training for trainers). The project consortium collaborated in the identification and validation of an innovative methodology to apply in a Grundtvig training course aimed at trainers who specialize in entrepreneurship. The SET course – self entrepreneurship training for trainers, is the main output of the project.

This publication provides an overview of the SET project, with a special focus on the methodology used to develop the course and the achievements of each phase. We hope this methodological description with critical inputs will be useful for individuals, institutions or networks involved in the development of training courses in the area of entrepreneurship and/or for international publics.
A separate training manual has also been developed as a practical guide to the course.

SET - Self Entrepreneurship Training for Trainers

2. PROJECT OVERVIEW

2.1. OBJECTIVES

SET Project - Self-Entrepreneurship Training for Trainers aims to identify and validate an innovative methodology to apply in a Grundtvig training course addressed to trainers specialised in business (self-entrepreneurship) in order to improve the availability and quality of European training courses. More concretely, the project aims to:

- Identify trainers' requirements;
- Identify best practices of training in the area of entrepreneurship;
- Provide the necessary skills to teach entrepreneurship;
- Propose an innovative methodology for a Grundtvig training course;
- Increase awareness of entrepreneurship as a career opportunity.

2.2. TARGET GROUPS

SET Project is targeted at the following individuals and organizations:

- Trainers and teachers of entrepreneurship topics;
- Vocational training organizations and other training providers including NGOs, companies, unemployment centers, business centers;
- Institutions within the further and higher education sector;
- Business Advisors, Trainers, Counselors, Mentors;
- Local/regional/national bodies that support entrepreneurs and entrepreneurship.
- All other individuals and organizations potentially interested in the results of the project.

2.3. METHODOLOGY

The SET Project was implemented over a period of 24 months. This was achieved through a range of work packages and activities:

Workpackages	Activities
1: Project management and partnership consolidation	Coordination of partners, organisation of meetings, reporting to the European Commission, management or partner communication, finantial administration.
2: Analysis and methodology definition	Requirements analysis via a structured questionnaire submitted to the target group; report on the research analysis; collection of best practices.
3: Training course content elaboration	Development of training contents; improvement of the training contents according to the results of WP4 and WP5.
4: Testing of the training course	Pilot testing - training test course run in UK and Estonia.
5: Evaluation	Evaluation of the project and its results on an ongoing basis; feedback provision; final evaluation report.

6: Dissemination	Dissemination strategy, including project website, leaflet, dissemination seminars and other dissemination tools.
7: Exploitation	Exploitation strategy, including promotion of project outputs; in-Service Courses, Final Conference.
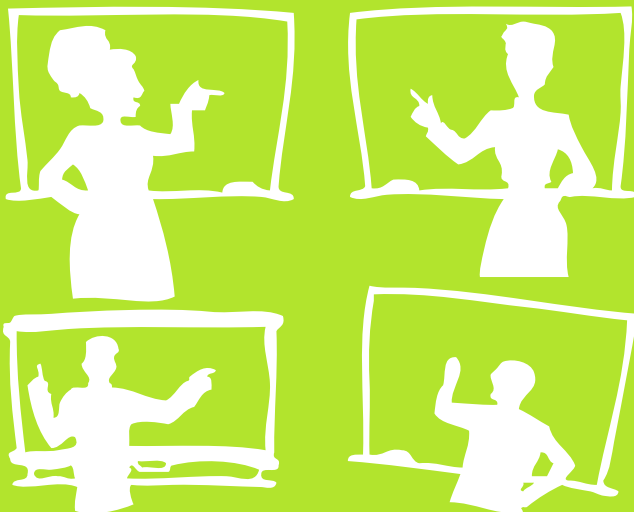
The main results of the SET Project are:

- **Needs analysis:** A questionaire has circulated to trainers in the area of entrepreneurship across to european countries. The main conclusions of the survey are compiled in the document "Report on survey results";
- **SET best practices collection:** Description of best practices of training for trainers in the area of entrepreneurship in 10 European countries;
- **SET training course:** Curriculum and supporting materials were continually adapetd in line with the findings from needs assessments, pilot testing and the G3 courses.

In addition, the partners produced further materials supporting the project including a uqlaity plan, an exploitation and dissemination plan and the findings of the pilot courses.

All relevant documentation can be found on the project website: www.set4t.eu.

2.5. PARTNERS

The SET project was implemented by a consortium of 10 countries, coordinated by Castlereagh Enterprises Lda. (UK). The consortium gathers different fields of expertise, ensuring complementary competences and experiences, which was a key aspect for the success of the project.
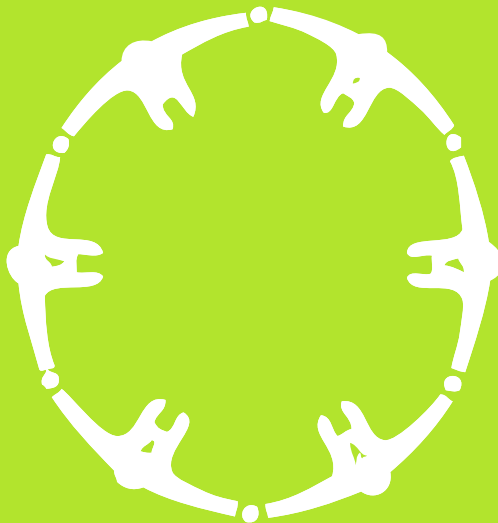
Castlereagh Enterprises Ltd

Dundonald Enterprise Park

Carrowreagh Road |Dundonald |BT16 1QT

Northern Ireland

T: +44 28 90557557

F: +44 28 90557558

E: Louise.Davidson@castlereagh.com

URL: www.castlereagh.com

Castlereagh Enterprises Ltd. is a not for profit Local Enterprise Agency, one of 32 Local Enterprise Agencies in Northern Ireland and a member of Enterprise Northern Ireland (www.enterpriseni. com). Castlereagh Enterprises Ltd delivers a range of programmes which support business set up and development. Staff have developed support programmes in relation to female entrepreneurship, creative industries, advancement of women, and pre-enterprise and are also experienced in the delivery of these programmes. Castlereagh Enterprises also manage 110,00 sq ft of workspace providing premises and services for 70 SMEs.

Development Association of Etoloakrnania

53 Papastratou & Smirnis Str

30100 Agrinio

Greece

T: +302641074500

F: +302641022590

E: karras@epimetol.gr

URL: www.epimetol.gr

The Development Association of Etoloakrnania provides technical assistance to the Chamber Of Eto-loakarnania in carrying out programmes and initiatives both national and interregional aiming at the improvement of the entrepreneurial activity in general and enterprise performance in particular. Development Association provides technical assistance and consultation on the following topics: in SMEs growth and development (all sectors); export-import development; sectoral issues and growth; regional development; targeted regional and enterprise growth issues; equal opportunities; integration and re-integration into job market; social partners cooperation; training for adults; social and economic research issues; eco- and quality management; project management.

Estonian University of Life Sciences
Open University
Kreutzwaldi Street 1-118A
51014 Tartu
Estonia

T: +372 7313 275, +372 7313 174
E: Riin.Kikkas@emu.ee
URL: www.emu.ee/avatud

Estonian University of Life Sciences is the center of research and development in fields such as agriculture, forestry, animal science, veterinary science, rural life and economy, food science and environmentally friendly technologies.The aim of the Open University is to provide study opportunities for lifelong learning and to improve access to education. The Open University provides the possibility to continue unfinished studies, to update one's knowledge and improve job skills, to gain new knowledge in a field of interest. The Open University is running the advising centre of entrepreneurship. The aim of the advising centre is to create a structure for the support of entrepreneurship.

Euroface Consulting s.r.o.
Ing. Kateřina Nevřalová
Komenského nám. 391
767 01 Kroměříž
Česká republika

T: +420 777 011 717
E: management@euro-face.cz
URL: www.euro-face.cz

Euroface Consulting is a consulting and training centre, located in traditional enterprising region of Czech Republic, Zlin – Middle Moravia. Euroface's activities are related to cooperation between educational and producing areas, promotion of information and communication technologies and support to equal opportunities. The target group of Euroface's activities are mostly unemployed people and other socially disadvantaged groups. Large part of the activities are focused on support to selfemployment and training and consulting to new enterpreneurs. Euroface cooperates with several public, private, government and non-government organizations, e.g. Ministry of Education, Czech Association of Women, Centre for Healthy Disabled People, universities, schools, etc.

IPF International Consulting
C/. Esperanto 8, 1º
29007 Málaga
Spain

T/F: +34 952 281 357
E: coordinacion@ipfinternational.com
URL: www.ipfinternational.com

IPF - Iniciativas de Proyectos de Formación is a consulting and research company specialized in the field of education and training projects not born *ex novo* but after the experience of more than 25 years of its director working in the sector of educational centres and similar initiatives. IPF is divided in two branches:

1. The education and training managing IPF / Iniciativas Para La Formación / Consultora is the responsible one for the management of training projects in a national level.

2. The consultancy of education and training IPF International CONSULTING is the responsible one for the management of educative and training projects in a transnational level.

Magyarországi Olasz Kereskedelmi Kamara
Váci Utca Center | Váci utca 81
1056 – Budapest
Hungary

T: +36 14850200
F: +36 14861286
E: info@cciu.com
URL: www.cciu.com

Founded in 1992, the Italian Chamber of Commerce for Hungary is a private association recognized by the Italian Government in September 1998. With over 270 associates it represents a support and an opportunity of development both for the Italian and the Hungarian entrepreneurial community.

Identifying and representing problems of common interest for both the communities towards authorities and institutions of the two countries is the main aim of the Chamber. In particular, its contribute to the development of trade relations between the two countries is focused on communication infrastructures development (Fifth European Corridor) and on the support given to Small and Medium Enterprises (SMEs).

Education and Culture DG
Lifelong Learning Programme

Sociedade Portuguesa de Inovação

Edifício "Les Palaces"

R. Júlio Dinis, 242 - Piso 2 - 208

4050-318 Porto

Portugal

T: +351 226076400

F: +351 226099164

E: anaribeiro@spi.pt

URL: www.spieurope.eu

Sociedade Portuguesa de Inovação (SPI) is a multi-disciplinary international firm dedicated to offering its clients the most effective consulting through a variety of services that promote innovative thinking and international opportunities. SPI has established a strategic presence in Europe, North America and Asia and possesses a highly prestigious network of contacts and strategic partnerships throughout the world. The unique services SPI offers its clients are best described in the three following areas: Training, Consulting and R&D. In terms of training activities, SPI has experience in developing training plans, identifying and selecting training resources, developing didactic materials, supervising and evaluating training courses and assessing the impact of training programs.

ProGet 83 Maison de la Qualite

ZE LAGOUBRAN

57 Chemin Gaetan Gastaldo

83 200 Toulon

France

T: +33 (0) 494 92 11 11

E: presidence-proget83@orange.fr

ProGet83 is a non-profit association for the promotion and the development of groupings Employers (GE). Created in 2003, ProGet83 is supported by several private and public institutions. ProGet83 supports groups of employers in terms of flexibility in the management of human resources and competitive advantages for companies. Recent studies show that the device GE is also a means to fight against the uncertainty of employment and allows the professionalization of disadvantaged groups, such as people with low qualifications, isolated women, and seniors. ProGet 83 has for ambition to play a role in the energization of the local economic tissue and to fight against the uncertainty of employment by registering its action in a wide partnership with the actors of the economic and social development of the region.

Tk Formazione Srl
Viale Gramsci, 73
50121 Firenze
Italy

T: +39 055 2466005
F: +39 055 2260696
E: m.calabrese@tkformazione.it
URL: www.tkformazione.it

TK Formazione Srl is an adult education and vocational training agency situated in Florence, Tuscany. It's a company of TK Group (www.tkgroup.it). TK Formazione Srl was created in 1992 as a corporate consultancy. In the following years TK Formazione Srl has widened its competence areas thanks to a staff of experts and collaborators able to guarantee with professionalism the development of a wide range of services addressed to Enterprises, Public Authorities, Social partners, Associations, University, Local Development Agencies, Research centres. TK Formazione Srl is actively operational within the following areas: Management Consultancy; Human Resource management; Educational and Vocational Training; European proposals; Fund raising. TK Formazione Srl has several accreditations in the area of training and education.

Vedoma, Zavod za razvoj znanja in podjetništva
Maistrova ulica 7
2212 Šentilj v Slovenskih Goricah
Slovenija

T: +386 2 64 80 180
F: +386 2 64 80 181
E: olga.pregl@siol.net
URL: www.vedoma.si

Vedoma is a non-profit, non-governmental, private organisation, working in rural areas to promote entrepreneurship among women, young people, unemployed people and other people working in rural area. Areas of specific expertise and competences: consulting small an middle companies in the area of investing, development, human resource, internationalization, preparing business plans, investment plans; consulting to farmers (preparing project documentations in order to get National and European Founds – Structural founds); consulting in self-employment for unemployed people in rural area (start ups); workshops in economic themes, cooperation, financing, local development; education – programmes of non-formal education for women, unemployed, young people; conferences of development in rural area.

The development of SET training course involved different phases and inputs:

```
training needs
analysis
                    →    SET COURSE    →    expert evaluation
                         DRAFT 1                    ↓
best practices                              SET COURSE
collection         →                        DRAFT 2
                                                   ↓
            SET COURSE    ←    pilot course
            DRAFT 3            pilot test in UK
                ↓              pilot test in Estonia

            internal evaluation
                ↓

            SET COURSE    →    G3 course
            FINAL VERSION      Italy: September
                               2009
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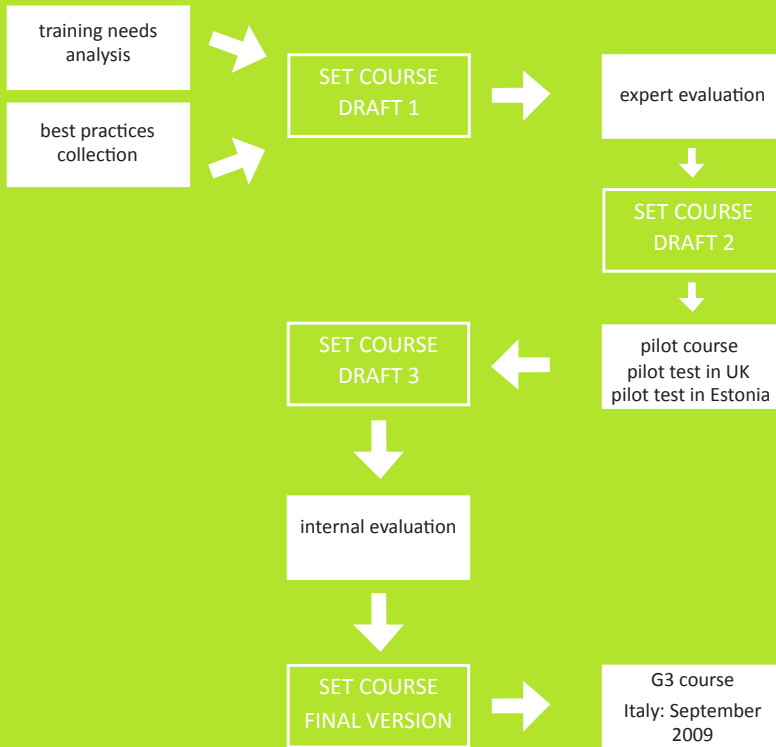
Final Conference - November 2009, Budapest - Hungary

course explotation   **course evaluation**   **participants feedback**

further inputs   **project evaluation**   **stakeholders feedback**

3.1. TRAINING NEEDS ANALYSIS
AND BEST PRACTICE COLLECTION

The first step for the development of the SET training course consisted of collecting information that could help us understanding the needs of our target groups and researching successful examples of courses focused on training for trainers in the area of entrepreneurship. In order to achieve this goal, two main tasks were completed:

SURVEY

For the survey, two different questionnaires were developed:

- 💬 Questionnaire for Business counselers, Trainers and Mentors;
- 💬 Questionnaire for SME Owner/Managers and Self Employed Individuals.

The questionnaires addressed aspects such as:

- 💬 Methods and material used to develop entrepreneurship courses;
- 💬 Mechanisms used for evaluating training programmes;
- 💬 Training needs in several topics;
- 💬 Sources for developing training materials;
- 💬 Preferred types and duration of training;
- 💬 Main professional barriers to the development of the individual/ company;
- 💬 Activities that the individual/company would like to develop and/ or and respective skills needed.

The survey was conducted in the 10 participating countries of the project. Each partner/country collected 20 questionnaires of each type. The results of the survey were presented in a partnership meeting and were compiled in a report, which is available on the SET website.

BEST PRACTICE COLLECTION

The best practice collection gathers good practice in 10 partner regions regarding existing training opportunities addressed to the project target group. The collection of good practice was made according to a pre-defined format. For the assessment of these practice, the partnership considered the following elements:

a) Training activities addressed to trainers;

b) Trainings activities that have been running for at least 1 year;

c) Training activities that represent new methodologies and learning techniques;

d) It must be possible to transfer the experiences chosen.

The system for collecting training practice was composed using the following steps:

1st Step: Good training activities identification;

2nd Step: Training activities Assessment;

3rd Step: Description of the training activities.

3.2. FIRST DRAFT OF THE COURSE

Based on the results obtained in the survey and best practices collection, a first draft of the course was designed. In this version, the course comprised of 5 different modules:

Course contents and timetable	
Modules	**Duration**
Module 1 Introduction	3 hours
Module 2 Didactical tools	9 hours
Module 3 Communication skills/ Social skills	6 hours
Module 4 Engaging with different types of participants	6 hours
Module 5 Evaluation	4 hours
Total	**28 hours**

Each module addressed different topics and was divided into lessons:

MODULE 1 – Introduction:
Lesson 1: Meet the neighbours
Lesson 2: Meet the course

MODULE 2 – Didactical tools

Lesson 1: Communication in international business world

Lesson 2: Thinking strategically in international business world

MODULE 3 – Communication skills/social skills

Lesson 1: In-coming communication

Lesson 2: Written communications and spoken language techniques

Lesson 3: Team-building as an instrumental tool in creating synergy in the training process

MODULE 4: Engaging with different types of participants

Lesson 1: On the day - Managing interaction on the course

Lesson 2 Encourage clients to act for themselves

MODULE 5:

Lesson 1: The steps we took

Lesson 2: The steps we will take

3.3. EXPERT EVALUATION

The first draft of the course was submitted to experts of all partner countries. Each partner contacted two experts, who provided feedback and opinions on each module. This feedback was provided through a standard questionnaire where experts could evaluate each module of the course, answering questions related to:

- 💬 Quality of the general information provided in the module;
- 💬 Quality of the general information provided in each lesson of the module;
- 💬 Exercises/ activities/methodologies used in each lesson;
- 💬 Suggestions to improve the module;
- 💬 Other remarks.

A total of 20 questionnaires were gathered, with feedback of experts from 10 countries. The main conclusions of the questionnaires, per module, were the following:

Module 1:

- 💬 The module could be shorter, 2 hours;
- 💬 Establish a minimum number of participants as well as a maximum (8-12);
- 💬 The exercises should be more detailed.

Module 2:

💬 Regarding the use of didactical tools, it would be usefull to get to know they are used in different countries and then to choose what would be the proper implementation in our country;

💬 The program of the module is too large for the time available;

💬 The content of the lessons doesn't seem to fully address what is in the title;

💬 Exercises and activities must be carefully specified.

💬 Lesson 1 can be integrated in Module 3. And a lesson concerning "Creativity" can be introduced.

Module 3:

💬 There are too many objectives and activities in so few hours;

💬 All exercises and activities must be carefully specified.

Module 4:

💬 Participants should be encouraged to bring along examples of the challenging situations that confront them and learn how to handle them better.

Module 5:

💬 The module could be shorter;

💬 More relevant links should be provided.

Following the collection of feedback from the experts, some of the suggestions were immediately implemented, such as the lack of information, lack of clarification, etc. As a result, a second draft of the course was developed. However, this second draft didn't include any changes to the names and duration of the modules or lessons.

3.4. PILOT COURSE

After expert evaluation and revision, the SET course was tested with two training groups.

PILOT TEST IN THE UK

Duration: 2 days
Place: Castlereagh Enterprises – Belfast, UK
Participants: 8 participants, all trainers and advisors in the area of entrepreneurship including marketing, finantial and business improvement. All participants had varying levels of experience in training and came from different backgrounds.
Trainer: The pilot testing was run by Ian Kerr from Kerr Consulting Ltd.

Modules tested: Introduction; Communication skills; Engaging with different types of participants; Delivering Business Training (extra module).

Instruments used for feedback collection:

Feedback on each module was collected via a structured questionaire. The questionnaires addressed aspects such as: Importance of the module; Positive and negative points of the module; Acquired useful knowledges/skills; Objectives of the module; Relevance of the theme addressed; Implementation in the everyday work; Further comments/ remarks and suggestions. Besides the information contained in the questionnaires, an additional document was elaborated with inputs for each module.

Main conclusions:

The experience of testing the course in a practical environment was very useful and it made possible for the trainer and trainees to give many inputs in each module. Besides suggestions of items that should be addressed, the participants made suggestions of other aspects to bear in mind for the implementation of the course. The detailed findings of the Pilot Course in the UK are available in the project website: www.set4t.eu.

Duration: 2 days

Place: Estonian University of Life Sciences – Tartu, Estonia

Participants: 12 participants. All participants have 5-15 years experience working as entrepreneurship trainer and they are from different institutes (private or state universities, or small VET training institutes).

Trainer: The pilot testing was run by a lecturer from the University of Tartu, Department of Pedagogies.

Modules tested: Introduction; Didactic Tools; Evaluation.

Instruments used for feedback collection:

Feedback was collected through the application of evaluation questionnaires previously elaborated by the partnership, which were applied per module. The questionnaires addressed aspects such as: Importance of the module; Positive and negative points of the module; Acquired useful knowledges/skills; Objectives of the module; Relevance of the theme addressed; Implementation in the everyday work; Further comments/remarks and suggestions. Besides the information contained in the questionnaires, an additional document was elaborated with inputs for each module.

Main conclusions:

All participants and teatcher made comments in each tested module. In addition, during the testing course all participants could share yhe different training experiences, which is very usefull in their everyday work, to learn from the colleagues. The detailed findings of the Pilot Course in Estonia are available in the project website www.set4t.eu.

3.5. COURSE IMPROVEMENT

After collecting the results of the expert evaluation and pilot courses, the partners inserted a number of improvements in the course. The improvements to be inserted were defined in a partnership meeting, where partners debated about the conclusions of the expert evaluation and the findings of the Pilot Course. In this meeting, partners agreed on the changes to be inserted in each module. The main changes agreed were the following:

MODULE 1 – Introduction

General remarks:

- Before the course starts, participants will provide information about themselves for the presentation;
- There should be a minimum of 8 participants;

Content of Lesson 1: Presentation of the participants;

Content of Lesson 2: Presentation of the course.

MODULE 2 - Didactic Tools

- **Content of Lesson 1:** Develop participants' communication; How to measure if participants are involved and understand the content; Written, spoken and non verbal communication in the international business world.
- **Content of Lesson 2:** Each participant will present tools they use, namely teaching tools, evaluation tools (learning/ impact/ transference); participants will be divided into groups and have group discussions.
- **Content of Lesson 3:** Delivering business training, approaching business subjects, marketing plan, use of guest speakers.

Module 3 - Communication Skills

💬 **General remarks:** some of the lessons previously included in this module, will be transferred to Module 2;

💬 **Contents of Lessons:** Intercultural issues / communication; importance of team building; networking.

Module 4 - Engaging with different types of participants

💬 **Contents of Lessons:** Managing interaction; Managing difficult situations and people (participants will discuss their own experiences in this area); Encouraging clients to act for themselves; Encouraging clients to be realistic.

Module 5 - Evaluation

💬 **General remarks:** there should be a group discussion / round table on how to improve this course; the trainer will also fill in an evaluation form on the group.

💬 **Contents of Lessons:** Evaluation of the course; improvements for future courses.

Based on these orientations, partners worked in the improvement of each module. After this task was completed, there was an internal evaluation to validate the changes made.

In the end of the insertion of improvements, partners arrived to a final curriculum of the course, which was to be implemented in Italy and Slovenia. The detailed description of the course (programme, activities, support materials, etc.) can be found on the Trainer Manual.

Title: SET – Self Entrepreneurship Training for Trainers

Duration: 26 hours

General aim:

💬 Raise awareness for the importance and utility of the transfer of an innovative methodology in training related to entrepreneurship topics.

Specific objectives:

💬 To promote effective and successful transfer of knowledge and competences to others;

💬 To use team-building as an instrumental tool in creating synergy in the training process;

💬 To understand the power of motivating others, and being motivated personally;

💬 To ensure the dissemination and effective transfer of the didactic contents beyond the training room and into the workplace;

💬 To foster the communicative and team-building processes within adult education structures generally in order to improve the quality of the courses and services marketed.

Target group: Trainers and teachers, vocational training organizations, universities, colleges, SME providing training activities, business advisors, counselors, mentors, local/regional/national bodies supporting entrepreneurship, associations of trainers.

MODULES

Course contents and timetable	
Modules	**Duration**
Module 1 Introduction	3 hours
Module 2 Didactical tools	9 hours
Module 3 Communication skills	6 hours
Module 4 Engaging with different types of participants	6 hours
Module 5 Evaluation	2 hours
Total	**26 hours**

LESSONS

Module 1 - Introduction
Lesson 1: Presentation of Participants
Lesson 2: Presentation of the Course

Module 2 - Didactic Tools
Lesson 1: Communication in international business world
Lesson 2: Thinking strategically in international business world

Module 3 - Communication Skills

Lesson 1: In-coming communication (1 hour)

Lesson 2: Written communications and spoken language techniques (2 hours)

Lesson 3: Team-building as an instrumental tool in creating synergy in the training process (3 hours)

Module 4 - Engaging with different types of participants

Lesson 1: On the day - Managing interaction on the course

Lesson 2: Encourage participants to act for themselves

Module 5 - Evaluation

Lesson 1: Evaluation of the course

Lesson 2: Improvements for future courses

Other remarks: At the end of the course participants will receive a Certificate of attendance including description of training content and time input.

3.6. COURSE IMPLEMENTATION

The SET course was implemented in Italy from 21st to 25th September 2009. The Final SET course in Slovenia was cancelled due to lower number of participants receiving grant assistance than expected. Participants registered for the course in Slovenia were given the opportunity to transfer to the course held in Italy.

IN-SERVICE COURSE IN ITALY

Duration: 5 days (26 hours)
Place: Florence - Italy
Participants: x participants, mainly (please indicate if they are trainers, which topics they address, years of experience, etc.)
**Trainer:** Julia Campbell Hamilton, Trainer and Consultant specialized in Business Communication courses, experience in international commerce, cross-cultural exchanges, non-violent dialogue.

Instruments used for feedback collection:
Feedback was collected through the application of evaluation questionnaires previously elaborated by the partnership, which were applied per module, both to trainers and trainees. Besides, there was a debate about the course in the final module (evaluation) and the main results of the course were presented in the Final Conference of the Project (for more information, please consult the project website www.set4t.eu).

Main conclusions: XXXXXXXX

Participant testimonial: XXXXXXXXXXXXXXXXXXXXXXX
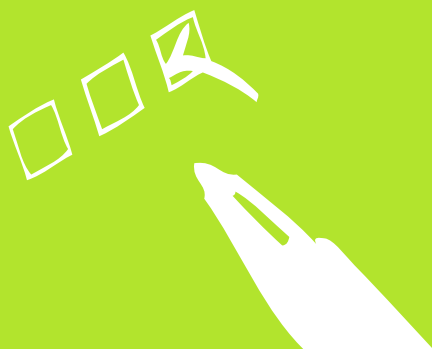
4. CONCLUSIONS

The implementation of SET course in Italy and Slovenia represents, by no means, the conclusion of the course.

The results of the implementation of the course and the conclusions of the Final Conference in Hungary are valuable contributions for future improvements and for future implementations of the course in different countries and different contexts.

As the concepts of education, training and entrepreneurship develop, new methodologies and perspectives are integrated in the training practices regarding entrepreneurship. SET is only a starting point for the integration of all of these innovations.

In the quality of partners and developers of the project, we hope this course will be used by a variety of institutions in different contexts. In case you would like to comment on the course curriculum or send us the results of the implementation of the course, we would be glad to get your feedback (please contact the project coordinator or your local partner).

SET partnership