



Leonardo Transfer of Innovation
Communities at Risk of Exclusion in the
Labour Market (UBA)

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A Report on the Process of Adapting and Transferring a UK Manual to Assist Community Based Business Adviser

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INDEX

| | |
|---|-----------|
| 1. AIMS OF THIS REPORT | 3 |
| 2. UP SKILLING BUSINESS ADVISORS (UBA) IN THE LEONARDO PROGRAMME | 3 |
| 3. ADAPTION OF THE MANUAL “HOW TO BE A BRILLIANT COMMUNITY BASED BUSINESS ADVISOR FROM THE UK..... | 4 |
| 4. WP3 TIMELINE..... | 5 |
| 5. OBJECTIVES & EXPECTED RESULTS..... | 5 |
| 6. KEY FACTORS OF THE COMMUNITY BASED BUSINESS SUPPORT & THE MANUAL..... | 6 |
| 7. METHODOLOGY OF THE TRANSLATION & ADAPTATION PROCESS..... | 8 |
| 1 ST STEP: THESAURUS | 8 |
| 2 ND STEP: TARGET GROUPS MATRIX | 9 |
| <i>CONCLUSION 1 regarding target audiences</i> | <i>18</i> |
| <i>CONCLUSION 2 Regarding Special Characteristics of Beneficiaries</i> | <i>18</i> |
| <i>CONCLUSION 3 Regarding Specific Needs</i> | <i>18</i> |
| <i>CONCLUSION 4 Regarding the Advisor Approach.....</i> | <i>19</i> |
| <i>CONCLUSION 5 Regarding the Role of the Business Advisor</i> | <i>19</i> |
| <i>CONCLUSION 6 Regarding Processes to be used for Discussing and Adapting the Tool.....</i> | <i>20</i> |
| <i>CONCLUSION 7 Further Actions Needed.....</i> | <i>20</i> |
| 3 RD STEP: ADAPTATION MATRIX | 21 |
| <i>Main adaptation points per partner in each chapter</i> | <i>24</i> |
| <i>General adaptation points per chapter</i> | <i>27</i> |
| 4 TH STEP: BRIEF DESCRIPTION OF THE ADAPTATION PROCESS PER PARTNER..... | 28 |
| <i>IQ-CONSULT (Germany).....</i> | <i>28</i> |
| <i>AKF (Portugal).....</i> | <i>29</i> |
| <i>MIK (Spain)</i> | <i>30</i> |
| <i>KONEP (Czech Republic).....</i> | <i>31</i> |
| 8. CONCLUSIONS | 33 |

1. Aims of this Report

This report describes the process of adapting the manual “How to be a Brilliant Community Based Business Advisor.” This manual was originally designed to assist community based advisors in the UK meet the Small Firms Enterprise Development Standards (SFEDI) quality standards. The translations and adaptations were carried out by partners in Spain, Portugal, Germany and the Czech Republic. Additionally the report brings together all the steps and deliverables carried out throughout the adaptation process, including the 4 ad-hoc thesauruses, the 4 ad-hoc target group matrixes and the 4 ad-hoc adaptation matrixes.

2. Up skilling Business Advisors (UBA) in the Leonardo Programme

The objective of the Project is to promote entrepreneurship in deprived communities, in particular to certain groups who are underrepresented in entrepreneurial activities e.g. women, certain minority ethnic groups, refugees, people with disabilities, Immigrants / immigrants descendants, long-term unemployed, young people, older adults (+45) and people that perceive social income. The specific aim is to export and adapt a manual which has successfully enabled people from excluded communities in the UK to develop and demonstrate their competence in the eight skill areas assessed by Small Firms Enterprise Development Initiative (SFEDI) and become members of the professional association for Business Advisors. SFEDI sets the competency standard for all publicly funded business support personnel in the UK. The partnership is led by SFEDI as the UK National skills body for Business Advice, in partnership with the Association of Community Based Business Advice (ACBBA) a 2nd tier NGO. Partners are all NGOs or Social Enterprises who work directly with groups who experience social exclusion in the labour market. All partners share a common concern to provide appropriate advice and support to further the entrepreneurial ambitions of communities at risk of exclusion.

The UBA project addresses the following general objectives of the Leonardo Da Vinci Programme:

- To support participants in training and further training activities in the acquisition and the use of knowledge, skills and qualifications to facilitate personal developments
- To support improvements in quality and innovation in vocational education and training systems, institutions and practices.

3. Adaption of the Manual “How to be a Brilliant Community Based Business Advisor” from the UK

One of the most important areas and also work packages in this project led by MIK, S. Coop. is the Adaptation of Innovative self-study manuals and materials for socio-economically excluded Business Advisers to be transferred from ACBBA, UK to the project partners. The main aim of this WP is to adapt and translate into four languages (German, Portuguese, Czech and Spanish), a self-study manual which has been developed in the UK to enable practitioners from excluded communities to acquire new skills and demonstrate competence levels. This work also included activities such as:

- (i) Coordination of discussions and re-drafting of content, format, style, images etc in the materials to be adapted and ensure that this is driven by users;
- (ii) Maintenance an overview of the translation activities. Each partner country must address the translation of the UK module into their national languages

In the translation and adaptation process has been two types of partners. On the one hand, there are the British partners, SFEDI (Small Firms Enterprise Developed Initiative Ltd) and ACBBA (Association of Community-based Business Advice), pioneer developers and collaborators in the original *How to be a Brilliant Community Based Business Adviser* guide. The project starts from the innovative and tested self-study manual and tool developed by SFEDI and ACBBA in the UK in order to prepare business for professional accreditation. The innovation comes from the UK with the aim of transferring it to the rest of the partnership countries.

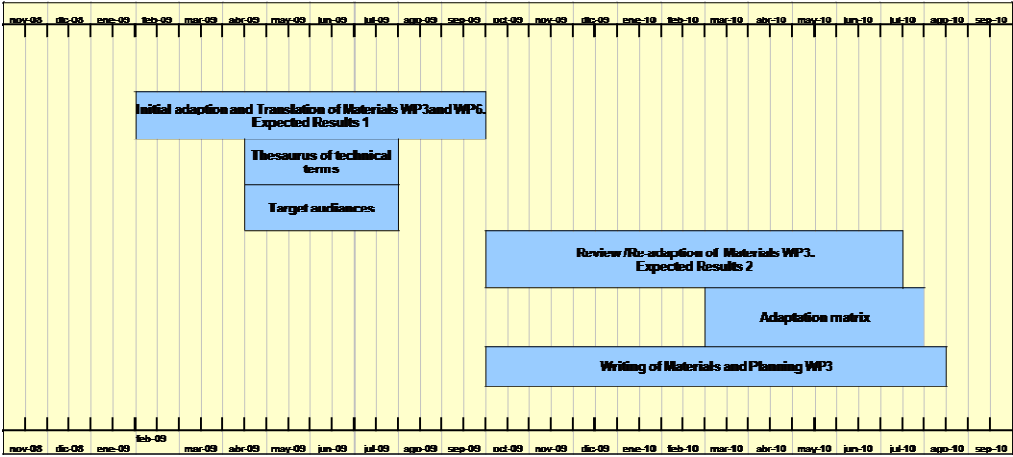
So, they are in charge of training all the partners in how the manual has been developed in order them to know how it works, but they are not directed involved in the execution of the adaptation of the new ones

And on the other hand there are Iq-Consult (DE), Koalice Nevládek Pardubicka (KONEP, CZ), Aga Khan Foundation (AKF, PT) and Mondragon Innovation & Knowledge (MIK, S. Coop., ES), the organisations adapting and trialling the manual and tools in their countries. These social entities will adapt and internalise the new and innovative self-study learning material that will enable individuals in danger of social exclusion to demonstrate the quality of their working practice through the sets of competences described in the manual. Guided by ACBBA and SFEDI, and led by MIK, all these social organisations have adapted their own manual.

4. WP3 Timeline

As it's shown in the image below the partnership started working in the WP3 in February 2009. Since then, quite a lot steps have taken, quite a lot changes in the process have taken, and also new actions and documents has been created. Deeper explanations about them are given in section 3.

Image 1.: WP3 Timeline



5. Objectives & Expected Results

The main aim: to assist innovative vocational training products to be adapted and transferred from the UK partner to the Portuguese, German, Czech and Spanish context where they will provide solutions to problems and challenges faced by people in danger of social exclusion.

How we tackle the aim: Translating and adapting into four languages (Portuguese, German, Czech and Spanish), a self-study manual which has been developed in the UK to enable practitioners from excluded communities to acquire new skills and demonstrate enough competence levels.

6. Key factors of the Community Based Business Support & the Manual

The CBBS model offers an innovative approach to the provision of business support and advice to those sections of our communities who are underrepresented in entrepreneurial activity, including people from ethnic minority communities, women, refugees, people with disabilities, Immigrants / immigrants descendants, long-term unemployed, young people, older adults (+45), people that perceive social salary, and people living in deprived areas and facing multiple disadvantage.

The model acknowledges the contribution that third sector organisations make towards addressing local needs. Community based organisations have high levels of culturally specific knowledge, language skills and enjoy high levels of trust, so it is possible for them to deliver services which meet their clients' needs more effectively than more generic service providers. CBBS builds on this experience and extends it to the delivery of enterprise support.

The aims of the CBBS model are to:

- Offer high quality, client-focused advice and assistance to people who have developed, or wish to develop enterprises or become self-employed
- Stimulate low productivity businesses into growing their aspirations
- Re-engage people who are less likely to feel part of a wider society, offering a point of access to business advice and support and a route to access mainstream provision when appropriate
- Develop an infrastructure of business support which is embedded in specific communities

At the heart of the model is the community based business adviser or CBBA. Whilst support from other people in the organisation is essential, the CBBA is the person who will be developing a portfolio of clients, based on a reputation for good service and professionalism.

The development of people into professional business advisers is essential to the model; its impact on clients and the wider community depends on the qualities of these community based business advisers. This is why so much emphasis has been placed on the education of these advisers through formal and informal training, mentoring, shadowing opportunities and self study learning materials like the manual all the partners are adapting.

The manual *How to be a Brilliant Community Based Business Adviser* is considered as a handy reference guide, whatever the role anybody has as an adviser, consultant, coach or mentor. It's a guide based around the skills and knowledge needed to achieve professional accreditation and on the practical experience of community based business advisers and their clients. It's written and designed so that anybody can refer to the appropriate sections whenever he/she needs to. The guide:

- Introduces anybody to the real life world and work of a community based business adviser;
- Helps anybody developing his/her own confidence, capability, competence and knowledge;
- Provides anybody with analytical tools and checklists which anybody can use to help his/her clients;
- Deals with problems and opportunities anybody's client may have from pre-start, through start up, to an existing business,
- Shows anybody where to go in case he/she needs more assistance
- Contributes to him/her meeting the SFEDI competence standards and gets him/her ready to be assessed against these standards, so that he/she can achieve accredited, professional business adviser status. (Regarding this point and as it will be described in the adaptation matrix section not all the partners in the project have included sections regarding SFEDI standards.

(Several references taken from '*How to Be a Brilliant Community Based Business Adviser*', published by ACBBA, 2009)

7. Methodology of the Translation & Adaptation Process

Although the main important goal has been the adaptation of the manual to four of the five partner countries belonging to the project, several steps needed to be taken to reach the final mission. Different deliverables were created in order to adapt the manual to the different contexts of each country member.

This WP is composed by the following steps

1st STEP: Thesaurus

In order to define and clarify some of the most complex technical terms of the manual from April 2009 to July 2009 was set up a thesaurus containing 35 words. This thesaurus was translated into English, Portuguese, German, Czech and Spanish.

In different situations, the same idea might be most effectively expressed by a different word. A thesaurus helps to make the right choice.

Image 2.: Thesaurus

| THESAURUS - English version | | |
|-----------------------------|-------------------|------------------|
| Nr. | WORD / EXPRESSION | EXPLANATION (EN) |
| 1 | Action | Plano de Acções |
| 2 | Action | Plano de Acções |
| 3 | Action | Plano de Acções |
| 4 | Action | Plano de Acções |
| 5 | Action | Plano de Acções |
| 6 | Action | Plano de Acções |
| 7 | Action | Plano de Acções |
| 8 | Action | Plano de Acções |
| 9 | Action | Plano de Acções |
| 10 | Action | Plano de Acções |
| 11 | Action | Plano de Acções |
| 12 | Action | Plano de Acções |
| 13 | Action | Plano de Acções |
| 14 | Action | Plano de Acções |
| 15 | Action | Plano de Acções |
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| 18 | Action | Plano de Acções |
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| 25 | Action | Plano de Acções |
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| 29 | Action | Plano de Acções |
| 30 | Action | Plano de Acções |
| 31 | Action | Plano de Acções |
| 32 | Action | Plano de Acções |
| 33 | Action | Plano de Acções |
| 34 | Action | Plano de Acções |
| 35 | Action | Plano de Acções |

Conclusions obtained from this thesaurus:

- It helps in the whole partnership understanding
- It helps finding the words the user needs to expressed himself/herself more effectively and more interestingly
- It helps avoiding overused expressions
- It helps to recall the word that is on the tip of the person writing tongue
- It helps to find the word that suits the best

2nd STEP: Target Groups Matrix

This matrix was developed in order to start clarifying target groups or beneficiaries that would benefit from the use of the manual. It also described the approaches and roles of BAs in all countries which are necessary for working with communities which may have experienced Social Exclusion.

This matrix was completed by all country members with the purpose of identifying their potential beneficiaries and features. The matrix measured:

- Target audience of each country
- Characteristics of the already defined target audience (special characteristics and specific needs)
- The adviser approach
- Role of the business advisor
- Process to be used for discussing and adapting the tool
- Further action needed

The next section uses information from the matrix to describe the **characteristics of respondents** in different partner countries regarding each section of the matrix.

Table 1.: Target audience

| Country | Target audience |
|----------------|--|
| United Kingdom | <ul style="list-style-type: none"> .- Immigrants / immigrants descendants .- Minority ethnic groups .- People with disabilities .- Refugees .- Women |
| Germany | <ul style="list-style-type: none"> .- Immigrants / immigrants descendants .- Minority ethnic groups .- People with disabilities .- Young people .- Women .- Long-term unemployed |
| Czech Republic | <ul style="list-style-type: none"> .- Immigrants / immigrants descendants .- Minority ethnic groups .- People with disabilities .- Refugees .- Women .- Long-term unemployed .- Older adults |
| Portugal | <ul style="list-style-type: none"> .- Immigrants / immigrants descendants .- Minority ethnic groups .- People with disabilities .- Young people .- Women .- Long-term unemployed .- Older adults (plus 45) .- People that perceive social salary |
| Spain | <ul style="list-style-type: none"> .- Immigrants / immigrants descendants .- Minority ethnic groups .- People with disabilities .- Young people .- Women .- Long-term unemployed .- Older adults (plus 45) .- People that perceive social salary |

Table 2.: Special characteristics

| Country | Special characteristics |
|----------------|--|
| United Kingdom | The end beneficiaries of our business advisory work are people who have experienced social exclusion. They typically are living on low incomes. Whilst it is difficult to make further generalizations it is our experience that most people are entrepreneurial and most are motivated. Some people will have run businesses prior to their migration others may have been operating in the informal economy. |
| Germany | The end beneficiaries in our case will be people with the urge and potential to start their own business, be it out of necessity or personality and ambition, whose support needs are not covered by the classical structures. The people have migrant backgrounds, disabilities or face unemployment. |
| Czech Republic | <p>Groups of people at risk of social exclusion</p> <p><u>Immigrants and refugees:</u> Groups of immigrants are very heterogeneous and include people residing in the Czech Republic in keeping with legal provisions (legally) and people who have breached these rules (residing in the country illegally). Each ethnic group has its own specific social makeup, has various reasons and motivations to reside in the Czech Republic, and achieves varying degrees of social, cultural, economic and political integration. In general, we can say that the differing legal status, complex conditions and obstacles in the way of inclusion, different cultural origin, and lower awareness of the legal environment in the Czech Republic and the lack of available information culminate in different degrees of social exclusion.</p> <p><u>Minority ethnic groups:</u> The ethnic minority most at risk of social exclusion is the Roma. The actual number of Roma is estimated at 300,000. Primary factors contributing to social exclusion are unemployment, dependence on the benefit system of social protection, the deterioration in the housing situation, and low levels of education. Social and economic transformation has culminated in frequent unemployment, which is becoming long-term unemployment. Many Roma have not returned to the labour market and have adapted to life on social benefits. Some Roma have been forced into the grey economy, sometimes as a result of open or hidden discrimination. Unemployment among Czech Roma is estimated at roughly 70%, and up to 90% in certain localities. The main causes of this high unemployment are considered to be the lesser ability of the Roma to adapt to economic transformation and the requirements of the labour market, their poor skills, lack of opportunities, the non-motivating social benefit system, and the unwillingness of employers due to prejudice and bad experience. Nine out of ten Roma work in non-skilled occupations. This is often temporary and seasonal work. According to estimates, twenty to thirty per cent of the economically active Roma population obtains means subsistence illegally – through prostitution, handling stolen goods and other economic crime (by Czech Ministry of Labour and Social Affairs).</p> <p><u>Women:</u> The economic activity rate among men is higher than among women over the whole of their lives. Men predominate in the primary and secondary spheres of the economy, women in the tertiary sphere. In 2005, more than 188,500 women and 539,700 men were self-employed; therefore, women accounted for roughly a quarter (25.8%) of entrepreneurs.</p> <p><u>People with disabilities:</u> The number of disabled people is approximately 10% of the total population of the Czech Republic (i.e. 1,200,000). In terms of their numbers, the disabled are a major group with specific needs; at the same time they are a very heterogeneous group, depending on the type and extent of their disability. Besides social services facilitating their integration, the disabled also receive enhanced protection on entering the labour market or self-employment (work rehabilitation, vocational training, and specialized retraining courses). Sheltered jobs – jobs created by an employer for the disabled based on a written agreement with the employment office – are created. In the Czech Republic, there is still insufficient</p> |

| | |
|----------|--|
| | <p>service availability and quality to enable the disabled to integrate successfully into society and become involved in the labour market or self-employment.</p> <p><u>Long-term unemployed:</u> The number and share of unemployed persons registered with employment offices for longer than 12 months is continuously rising in the long term. Long-term loss of contact with employment culminates in the long-term unemployed losing their working habits on the labour market; this makes them less competitive and their chances of getting a job are diminished. Women tend to be more prone than men to long-term unemployment. Long-term unemployment among disabled people and in higher age categories is following a growth trajectory. The main reasons for long-term unemployment are poor education or the accumulation of other problems (disability, advanced age, etc.)</p> |
| Portugal | <p>. - A significant part of the entrepreneurs are long-term unemployed. Improving their income is important since they're from poor economical backgrounds with all the social/educational barriers that it implies. One reason why the potential is not realised is because, for many disadvantaged groups, the risks of losing income (from benefits, casual work or the submerged economy) by becoming an entrepreneur often appears greater than the likely gain.</p> <p>.- Some of the beneficiaries are employed but still want to create their own business in order to increase their income or due to personal and social emancipation.</p> <p>. - Some of the entrepreneurs have an immigrant background, but usually with considerable years of permanence and with Portuguese nationality.</p> |
| Spain | <p>The possible target beneficiaries we have detected are people from disadvantaged backgrounds. It is evident the poor levels of participation of some groups in entrepreneurial activity and we underline their potential contribution to the economy. On the contrary, and taking as an example immigrant and minority ethnic groups, are nowadays the greater entrepreneurs. They need to undertake a business whether they want to survive.</p> <p>One of the most repeated answers when we have asked for reasons to undertake a business, it has been: the necessity.</p> |

Table 3.: Specific needs

| Country | Specific needs |
|----------------|---|
| United Kingdom | <p>Again because of the diverse nature of the beneficiaries generalisations are difficult, people with disabilities may have a range of needs which need to be met to make information accessible. However most entrepreneurs from communities which have experienced disadvantage value opportunities to extend networks and few have opportunities to raise finance except through friends and family.</p> <p>Trusting the advisor is a big issue for people who experience social exclusion and referrals will often be by word or mouth. These people are usually highly motivated. People referred by Job Centre plus may be simply exploring an option. We find it best for this group to attend a group seminar as a first option and then have one to advisory session when their ideas have crystallised.</p> <p>Some people prefer to be advised in their mother tongues</p> <p>For people who have been out of the labour market for a long time linking business advice to skills based training can be beneficial.</p> |
| Germany | <p>Based on our projects focusing on people with disabilities, we will be able to provide the special approach we consider necessary to empower this group of exclusion.</p> <p>Same goes for our project-based experience with people facing unemployment. In addition it will be interesting to find out more about the structures of communities with migrant background, their internal support structures and if it could make sense to qualify more people with the corresponding background as something like an interface to the existing official structures.</p> |
| Czech Republic | <p>Each segment of the target group has specific needs, general needs can be summarized as follows:</p> <ul style="list-style-type: none"> - Information about the legal framework of business in general and specific conditions in the various fields - The ability to process a business plan (analysis of market and local environment, forecasts, goals, plans, calculations, cash-flows, etc.) - Information about Financial resources - Motivation, increase self-confidence for self-employment |
| Portugal | <ul style="list-style-type: none"> . - The potential entrepreneurs usually need assistance in subjects that relate to bureaucratic procedures, access to finance, or juridical support (hence the emphasis of our program in training these competences). . - The potential entrepreneurs also need support in what concerns strengthening the soft skills (e.g. motivation, self-confidence, personality traits and others). . - In general, and because a part of the programme foresees training in groups, different learning times have always to be respected. |
| Spain | <p>As the definition of the beneficiaries' is so wide, needs each collective have in terms of entrepreneurship is also wide.</p> <p>Although there are lots of initiatives around entrepreneurship, there is no a global strategy. There is neither a strategy that takes into account the needs and characteristics of disadvantage areas and groups. It must develop an overall and a global strategy that embraces and coordinates all the local and regional initiatives, programmes and resources invested in entrepreneurship focus on communities at risk of exclusion.</p> <p>All advisers come together when they say that pre-start activities, teaching materials and role models are not sufficiently developed or oriented to immigrants and minority ethnic groups.</p> <p>There is only one inclusive entrepreneurship programme focused specially on women, and it has been recently established.</p> <p>Said by a specialist adviser: "The principal weakness is the lack of mentors /</p> |

coachers with real business experience recruited from the community to work with entrepreneurs.”

Table 4.: The adviser approach

| Country | The adviser approach |
|----------------|---|
| United Kingdom | <ul style="list-style-type: none"> . - High levels of culturally specific knowledge, language skills . - Ability to reengage people who are less likely to feel part of wider society and to link them effectively and gain access to mainstream services . - Ability to empathize with clients and to understand their situations . - General approach is to improve the ability of clients to survive and thrive . - Entrepreneurs are individuals and we should nether generalize, they are the best people to know what they need |
| Germany | <p>Mixture of professional qualifications as economical advisor and social empathy for the situation of the client coming from groups who face social exclusion. We also have a certain specialisation when it comes to the industry the business should start in.</p> <p>Until now the focus language-wise has been German, the qualification of community based business advisors could help close the gap in terms of language and trust to official support structures.</p> |
| Czech Republic | <ul style="list-style-type: none"> . - Service delivery forms: one to one advice sessions, workshop, and trainings. . - Advisors speak Czech; they also prepare information materials (leaflets, brochures) in English and Russian for the group of immigrants. . - Clients contact the consultant most frequently by phone to order the meeting. At the first meeting consultant find problem and offers various forms of assistance. The client decides whether to join the program. . - Dress code is more formal (tie) . - The atmosphere must be open. The client must feel comfortable and confident. |
| Portugal | <ul style="list-style-type: none"> . - The potential entrepreneurs usually need assistance in subjects that relate to bureaucratic procedures, access to finance, or juridical support (hence the emphasis of our program in training these competences). . - The potential entrepreneurs also need support in what concerns strengthening the soft skills (e.g. motivation, self-confidence, personality traits and others). . - In general, and because a part of the programme foresees training in groups, different learning times have always to be respected. |
| Spain | <p>Business advisors are sensitive to the needs of target groups. They transfer cultural specific knowledge and understandings to their clients.</p> <p>They have high level of empathy, closeness and foster comprehension, enabling the success in the entrepreneurial process (in the beginning, at least). BA is able to set up an embedded relation.</p> <p>The main gaps for all the disadvantaged groups are produced by the double system they have to use to reach for advice. In the Autonomous Community of the Basque Country (CAPV) there are a completed separation between the social services and the entrepreneur’s information system. That means that social advisers do not have information and training in business creation to help and aim the entrepreneurs. The business advisers know the real needs of the focused groups such as women, immigrants and young people but they do not know the real needs of even more disadvantaged groups with personnel and professional problems and real difficulties to access to the labour market.</p> |

Table 5.: Role of the business advisor

| Country | Role of the business advisor |
|----------------|--|
| United Kingdom | <ul style="list-style-type: none"> . - To identify the issues and help clients to look at them step by step and identify strengths and weakness of the business and themselves as entrepreneurs (diagnosis). . - Help clients to plan by working together on a business plan including forecasts, cash flow, and profit and loss accounts. . - Help clients to solve problems and use support services |
| Germany | <p>We support by crosschecking the feasibility of client's concept in terms of his/her personality and idea, also trying to qualify if missing pieces to become a successful entrepreneur could be found.</p> <p>We use a network of advisors for the qualification measures necessary.</p> |
| Czech Republic | <ul style="list-style-type: none"> . - To provide general information about services of business advisors. . - To analyze current situation of client and her/his ideas. . - To provide special information (law, marketing, finance, accounting, etc.). . - To guide clients in business plan preparing (step by step). . - To motivate clients in their way forward |
| Portugal | <p>The K'CIDADE Programme has two different profiles of technicians that support the entrepreneurs in developing skills, competences, knowledge and experience:</p> <ol style="list-style-type: none"> 1. The ones called (local development agents) that have an area-based approach, a trusted presence in the communities in which they work and have a holistic approach towards the needs and capacities of the entrepreneurs. 2. Invited business advisors from local and regional enterprises that can act as positive role models and support the entrepreneurs along the process. <p>Both technicians work in partnership and complementing each other approach.</p> |
| Spain | <ul style="list-style-type: none"> . - To provide the access of unemployed people to social economy enterprises. . - To promote and facilitate self-employment opportunities for social excluded people, pursuing the social inclusion of less favored people through support to access to the labour market. . - To provide different scenarios, guidelines, materials, and values... associated to entrepreneurship culture. . - To monitor processes of start up new projects into the market. . - To promote entrepreneurship culture across the people and to overcome the fear to failure. . - To promote the opportunities to start up for women to gain and developed equal opportunities for men and women. . - To intend to contribute to a more creative, active, self-confident and socially responsible people. . - To facilitate to work, in a playful and didactic way, attitudes and values associated with entrepreneurship culture, such as planning, creativity, working groups, observation, curiosity, information search |

Table 6.: Process to be used for discussing and adapting the tool

| Country | Process to be used for discussing and adapting the tool |
|----------------|--|
| United Kingdom | <ol style="list-style-type: none"> 1. Feedback from business advisors who acquired the manual through the website 2. Feedback from community based community business advisors working as members of ACBBA through group discussion and one to one questionnaire 3. Feedback from Community Based Business Advisors outside London 4. Feedback from Transnational partners |
| Germany | <p>We use internal and external business advisors for discussing the manual in terms of transferability and adaptation needs.</p> <p>At the same time we research the support structures in groups with migrant background and the idea to transfer the concept of the community business advisor in addition to the handbook, in case the structures should differ very much.</p> |
| Czech Republic | <ol style="list-style-type: none"> 1. Feedback from business advisors through one to one questionnaires. 2. Feedback from NGO's to whom we have presented the manual. 3. Feedback from transnational partners |
| Portugal | <ol style="list-style-type: none"> 1. Feedback from the business advisors through the interviews for the case studies 2. Feedback from the entrepreneurs through the interviews for the case studies 3. Feedback from private and public Portuguese organisations through a national network called Anim@te with the aim to promote local development 4. Feedback from the transnational partners during the meetings |
| Spain | <ol style="list-style-type: none"> 1. Points of view of different social organizations (associations, foundations...) to whom we have accessed and presented the manual. 2. Points of view of organizations that incorporate entrepreneurship-training processes in their to-do. 3. Feedback from European business advisors 4. Feedback from community based business advisors working as members of ACBBA 5. Feedback from UBA project's partners |

Table 7.: Further action needed

| Country | Further action needed |
|----------------|---|
| United Kingdom | <ul style="list-style-type: none"> . - Compilation of results and report. . - Writing of report. . - Costs benefit analysis and action planning for the next edition. |
| Germany | <ul style="list-style-type: none"> . - Compilation of results and report. . - Writing of report. . - Costs benefit analysis and action planning for next edition |
| Czech Republic | <ul style="list-style-type: none"> . - Compilation of results. . - Writing of report. |
| Portugal | <ul style="list-style-type: none"> . - Some difference could be achieved if the experience of the partners would be shared in a more agile way. . - In Portugal, "inclusive entrepreneurship" as an autonomous policy issue is still in an early stage. . - In addition, it would be important to engage the technicians from the public agencies (namely the employment centers) in this process who, in generally, don't have the experience of working with people at risk of exclusion or with the grass roots organization that could support in linking with the hard-to-reach entrepreneurs. |
| Spain | <p>In the CAPV there are some business advisor especially focused on a specific targeted group o in the creation of a specific type of business but it does not exist a unique umbrella to give a global support.</p> <ul style="list-style-type: none"> . - There are lots of initiatives and programmes at regional and local levels BUT the need for an overall and a global strategy to coordinate all local and regional initiatives are still a pending action. . - There are lots of public budget for entrepreneurship activities, BUT there is a lack of more comprehensive and inclusive entrepreneurship strategy. . - There are a lot of people working in the area of entrepreneurship, BUT there are no collaborations and coordination methods and mechanisms. . - There is lot of people giving support and advice, BUT there is a lack of specific advisors/mentors for people at risk of exclusion, and there is also a lack of advisors/mentors with real business experience. . - Special financial services provide, "Cajas de Ahorro" through their "Social Task" programme, BUT there is a scarce financial service for socially excluded communities (immigrants, minority ethnic groups...) |

CONCLUSION 1 Regarding Target Audiences

No Significant differences in target audiences in the different partner countries were identified.

The number of beneficiaries surveyed per partner ranged between 5 and 8

CONCLUSION 2 Regarding Special Characteristics of Beneficiaries

Some of the partners have specified more in depth the special characteristics of their beneficiaries. It's quite difficult to make generalizations not only among different beneficiaries, but also among different countries.

Something in common in all countries represented in UBA is that these beneficiaries have experienced social exclusion and also are living in low incomes. However, in most of the cases are people with the urge and potential to start up their own business, but obviously, the poor levels of participation of these groups in the entrepreneurial activity (the necessity) forces them to take this way.

CONCLUSION 3 Regarding Specific Needs

As the definition of the beneficiaries is so wide, the needs of each collective has in terms of entrepreneurship is also wide. Depending on the type of beneficiary we face, needs vary a lot, and the approach the Business Advisor takes in each cases is also different.

Making the information accessible is something significant if we are in front of a person with a disability or someone who speaks another language.

The following are listed as common needs among our beneficiaries:

- Information about the legal framework of business
- Ability to process a business plan
- Creation of networking
- More opportunities to raise finance
- To increase the trust between the beneficiary and the Business Advisor, especially among those who have experienced social exclusion
- Sometimes as there is a lack of motivation, they need to increase self-confidence for self-employment (soft skills)

Depending on the beneficiary, the needs the beneficiary has or even the expectation this beneficiary has should apply advice in different sources: Business advisor, Job centers... The approach they give goes from a community-based approach to an individual-based approach.

CONCLUSION 4 Regarding the Advisor Approach

Despite the different level of Business Advisors (BA) in UBA partner countries, the approaches and roles are almost the same. Partners consider the following approaches essential in the professional practice of the BA. They are some of the characteristics every BA should have and are those characteristics, which enable a BA to make a difference.

- BAs are sensitive to the needs of the target groups.
- BAs create an open atmosphere
- BAs have the ability to empathize with clients and to understand their situations
- BAs have the ability to reengage people who are less likely to feel part of wider society and to link them effectively and gain access to mainstream services
- BAs have high levels of culturally specific knowledge, language skills
- The BA's general approach is to improve the ability of clients to survive and thrive
- BAs must transmit to the entrepreneurs that they are individuals that often fail, but the best people to know what they need
- BAs have a high level of empathy, closeness and foster comprehension, enabling the success in the entrepreneurial process (in the beginning, at least). BA is able to set up an embedded relationship.
- BAs have a mixture of professional qualifications as economical advisor and social empathy with the client coming from an excluded community.

CONCLUSION 5 Regarding the Role of the Business Advisor

As it happened in the previous section, partners are convinced that the day to day roles a BA performs are:

- To provide general information about services of business advisors.
- To promote and facilitate self-employment opportunities for social excluded people
- To promote entrepreneurship culture across the people and to overcome the fear of failure.
- To analyze current situation of client and her/his ideas.
- To provide special information (law, marketing, finance, accounting, etc.).
- To guide clients in business plan preparing (step by step).
- To help the client identifying strengths and weakness of the business and themselves as entrepreneurs (diagnosis).
- To motivate clients in their way forward and help them solving problems

CONCLUSION 6 Regarding Processes to be used for Discussing and Adapting the Tool

The majority of the beneficiaries consider the following processes the best ways for discussing and adapting the tools:

- Feedback from business advisors (internal and external) interviewed throughout the project
- Feedback from community based community business advisors interviewed throughout the project (migrants, women, young people...)
- Feedback from the entrepreneurs interviewed throughout the project
- Feedback from transnational partners
- Feedback from NGO's interviewed throughout the project
- Feedback from private and public organizations with the aim to promote local development

CONCLUSION 7 Further Actions Needed

Further actions needed in all countries are:

- Compilation of results and report in order to improve the inclusive entrepreneurship UBA partners are trying to promote in their countries.
- Costs benefit analysis and action planning for the next edition.

In some countries as is the example of Portugal and Spain the “inclusive Entrepreneurship” concept is something quite new, it is still in an early stage.

In Portugal it would be important to engage the technicians from the public agencies (namely the employment or job centers) in this process who, in generally, don't have the experience of working with people at risk of exclusion.

In the Basque Country there are lots of public budget for entrepreneurship activities, BUT there is a lack of more comprehensive and inclusive entrepreneurship strategy. There is lot of people giving support and advice, BUT there is a lack of specific advisors/mentors for people at risk of exclusion, and there is also a lack of advisors/mentors with real business experience.

In the Basque Country the main gaps for those communities at risk of exclusion are produced by the double system they have to use to reach for advice. In the Autonomous Community of the Basque Country (CAPV) there are a completed separation between the social services and the entrepreneur's information system. That means that social advisers do not have information and training in business creation to help and aim the entrepreneurs. The business advisers know the real needs of the focused groups such as women, immigrants and young people but they do not know the real needs of even more disadvantaged groups with personnel and professional problems and real difficulties to access to the labour market.

3rd STEP: Adaptation Matrix

The following section is based on the British manual designed to enhance advisers' professional development that all the partners have adapted to their countries. The adapted guides describe the skills and knowledge needed to achieve professional accreditation and on the practical experience of community based business advisers business advisers not belonging to any specific communities, and their clients.

All the guides introduces the reader, through cases studies, to the real life world and work of both a community based business advisors and business advisors not belonging to any specific communities. They help developing advisers' confidence, capability, competence and knowledge through its comprehensive content. It also provides with analytical tools what business advisors can use to help their clients. The guide deals with problems and opportunities clients may have from pre-start, through start-up, to an existing business.

The original and adapted manuals are divided into 10 chapters.

Introduction

It is an introductory chapter about ACBBA, SFEDI and the overview of the manual in general. The adapted versions also have included a brief summary of the project.

Chapter 1: Your Advice Means Business. Putting your Client First

This chapter by means of some statements from clients and advisers describes the success of community based business support.

Chapter 2: Communication, Influencing and Meeting Skills

In this chapter is introduced the Business Advisor to a framework for getting the communication right with the client.

Chapter 3: Maintain Effective Business Support Relationships with Clients

Throughout this chapter is shown:

- the skills excellent business advisers are expected to have to communicate effectively between themselves and the client and
- self-study tools both to help the BA establishes where he/she is and to help the BA develop his/her skills as CBBA

Chapter 4: Analysing and Deciding The Way Ahead

This chapter is based on an already existing business. It helps the BA identifying issues a business needs, either to survive or build a solid platform for growth.

Chapter 5: Enabling Change

Concepts as how to enable a change, how to solve a problem, how to design the action planning and the way implementing a plan are developed in this chapter.

Chapter 6: Supporting Client Development and Providing Support Services

This chapter helps the BA to identify how the BA has assisted with developing the client's autonomy, enabling them to act independently of the BA by challenging them, inspiring them and facilitating them to take actions.

Chapter 7: Knowledge "Top Ups"

Some additional knowledge and understanding to help the BA advises on key business areas are explained in this chapter. Concepts such as:

- A. Strategic Overview
- B. Finance and Accounting
- C. ICT and E-Commerce
- D. People
- E. Innovation and Technology
- F. Marketing and Sales

Chapter 8: Getting Ready for Assessment. Additional Self Assessment Checklists to Help You Meet SFEDI Core Business Support Standards

This chapter is intended to provide the BA with the opportunity to evaluate the himself/herself against SFEDI's Standards.

Chapter 9: Finding out what your Client Needs to Start Up.

In this chapter is offered a Community Business Adviser toolkit of useful questions and checklists to help start-up clients.

Chapter 10: Resources and References

Additional information

Main Adaptation Points per Partner in each Chapter

After describing chapters within the manual it is time to describe the most significant points per partner in each chapter. In the following table are described all the peculiarities per partner in each chapter.

Table 8.: Main adaptation points per partner in each chapter

| Chapter | IQ-Consult | KONEP | AKF | MIK |
|---------------------|--|---|--|--|
| Introduction | <ul style="list-style-type: none"> ○ Introduction to the UBA context ○ Inclusion of German standards | <ul style="list-style-type: none"> ○ Introduction to the UBA project ○ Description about how the manual can be useful for Czech CBBA. ○ Description about the British CBBA | <ul style="list-style-type: none"> ○ Description about how the manual has arrived in Portugal. ○ Explanation about why the manual is useful for Portugal ○ Explanation about the accreditation system that in spite of it does not exist requirement of formal accreditation of skill for this particular profession the lists of required skills are useful for the self-evaluation of Bas | <ul style="list-style-type: none"> ○ Introduction to the ACBBA ○ Description about how the manual has arrived in Spain ○ Explanation about why the manual is useful for Spain ○ Explanation about the accreditation system that in spite of it does not exist requirement of formal accreditation of skill for this particular profession the lists of required skills are useful for the self-evaluation of Bas |
| 1 | <ul style="list-style-type: none"> ○ CBBA in German environment ○ German Case Studies | <ul style="list-style-type: none"> ○ Explanation about what a CBBA is in Czech environment ○ Czech Case Studies | <ul style="list-style-type: none"> ○ Portuguese Case Studies | <ul style="list-style-type: none"> ○ Explanation about the Spanish Business Advisors Vs CBBA ○ Spanish Case Studies |
| 2 | <ul style="list-style-type: none"> ○ German diagnosis methodology | <ul style="list-style-type: none"> ○ Adaptation of the style triangle ○ Better description of some of the techniques for bridging | <ul style="list-style-type: none"> ○ Adaptation of the Battler’s style ○ Adding issues regarding BAS’ attitudes | <ul style="list-style-type: none"> ○ Locate each flowchart after the description of each phase of the DIDBAB |

| | | | | |
|-----------------|--|--|---|--|
| <p>3</p> | <ul style="list-style-type: none"> ○ Make connection to German standards ○ German Case Study | <ul style="list-style-type: none"> ○ Delete section regarding SFEDI Core Standards for Business Support ○ Czech Case Study | <ul style="list-style-type: none"> ○ Portuguese Case Study ○ Include information about organizations that support small business and micro finance | <ul style="list-style-type: none"> ○ Spanish Case Study |
| <p>4</p> | <ul style="list-style-type: none"> ○ Make connection to German standards ○ German Case Study ○ Links to German sources about marketing, operations, finances | <ul style="list-style-type: none"> ○ Delete section regarding SFEDI Core Standards for Business Support ○ Czech Case Study ○ Links to Czech sources about marketing, operations, finances | <ul style="list-style-type: none"> ○ Portuguese Case Study | <ul style="list-style-type: none"> ○ Spanish Case Study ○ Links to Spanish sources about marketing, operations, finances |
| <p>5</p> | <ul style="list-style-type: none"> ○ Make connection to German standards ○ Adapting further sources to help ○ Links to German sources ○ German Case Study | <ul style="list-style-type: none"> ○ Delete section regarding SFEDI Core Standards for Business Support ○ Delete The 5 Whys ○ Delete Business Balls ○ Links to Czech sources ○ Adapting the risk analysis performance | <ul style="list-style-type: none"> ○ Links to Portuguese and Brazilian sources | <ul style="list-style-type: none"> ○ Delete The 5 Whys ○ Delete Business Balls ○ Adding new techniques for problem identification ○ Links to Spanish sources ○ Adding urgent and important concepts ○ Spanish Case Study |
| <p>6</p> | <ul style="list-style-type: none"> ○ Make connection to German standards ○ Links to German sources ○ German Case Study ○ Adapting the role of the BA to the German context | <ul style="list-style-type: none"> ○ Delete section regarding SFEDI Core Standards for Business Support ○ Adapting Kolb's cycle ○ Links to Czech sources ○ Delete the section regarding the role of the BA | <ul style="list-style-type: none"> ○ Links to Portuguese and Brazilian sources ○ Portuguese Case Study ○ Adapting the role of the BA according to the principles of empowerment and the Portuguese reality | <ul style="list-style-type: none"> ○ Links to Spanish sources ○ Spanish Case Study ○ Adapting the role of the BA to the Spanish context |

| | | | | |
|------------------|--|---|---|---|
| <p>7</p> | <ul style="list-style-type: none"> ○ Adapting the whole section of finance and accounting ○ Adapting some points in ICT and E-Commerce section ○ Adapting some points in People section ○ Adapting some points in Innovation and Technology section ○ Adapting some points in Marketing and Sales section ○ Adapting some points in Operations and Processes section | <ul style="list-style-type: none"> ○ Adapting the whole section of finance and accounting ○ Adapting some points in People section ○ Adapting some points in Marketing and Sales section ○ Adapting some points in Operations and Processes section | <ul style="list-style-type: none"> ○ Adapting some points in the strategic overview section ○ Adapting some point in the finance and accounting section ○ Adapting some points in ICT and E-Commerce section ○ Adapting some points in People section ○ Adapting some points in Innovation and Technology section ○ Adapting some points in Marketing and Sales section ○ Adapting some points in Operations and Processes section | <ul style="list-style-type: none"> ○ Adapting some points in the strategic overview section ○ Adapting some point in the finance and accounting section ○ Adapting some points in ICT and E-Commerce section ○ Adapting some points in People section ○ Adapting some points in Innovation and Technology section ○ Adapting some points in Marketing and Sales section ○ Adapting some points in Operations and Processes section |
| <p>8</p> | <ul style="list-style-type: none"> ○ Make connection to German standards | <ul style="list-style-type: none"> ○ Delete section regarding SFEDI Core Standards for Business Support | | |
| <p>9</p> | <ul style="list-style-type: none"> ○ Adapting “regulations section” to the German context | <ul style="list-style-type: none"> ○ Adapting “regulations section” to the Czech context ○ Add Czech financial resources ○ Adapting “money section” to the Czech context | <ul style="list-style-type: none"> ○ Including ISO 14000 ○ Adapting “regulations section” to Portuguese context ○ Adapting “money section” to the Portuguese context ○ Adding “People” in selling and marketing | <ul style="list-style-type: none"> ○ Including ISO 14000 ○ Adapting “regulations section” to Spanish context ○ Adapting “money section” to the Spanish context |
| <p>10</p> | <ul style="list-style-type: none"> ○ Links to German sources | <ul style="list-style-type: none"> ○ Links to Czech sources | <ul style="list-style-type: none"> ○ Links to Portuguese sources | <ul style="list-style-type: none"> ○ Delete everything and add the thesaurus |

General Adaptation Points per Chapter

In addition to the previous table regarding specific points per partner in each chapter, is equally important to report some general conclusions about the adaptation of each chapter.

Table 9.: General adaptation points per chapter

| Chapter | Main general adaptation points per chapter |
|---------------------|---|
| Introduction | <ul style="list-style-type: none"> ○ Adapting about how the manual has arrived in each country ○ Adapting about why the manual is useful for each country ○ Adapting about the accreditation system |
| 1 | <ul style="list-style-type: none"> ○ Adapting about CBBA in different countries ○ Explaining CBBA Vs BA ○ Adapting case studies of each country |
| 2 | <ul style="list-style-type: none"> ○ Adapting the whole diagnosis methodology or adapting some parts of the methodology |
| 3 | <ul style="list-style-type: none"> ○ Making connections to other standards (Germany) ○ Delete section regarding SFEDI (Czech Republic) ○ Core Standards for Business Support ○ Adapting case studies of each country |
| 4 | <ul style="list-style-type: none"> ○ Making connections to other standards (Germany) ○ Delete section regarding SFEDI (Czech Republic) ○ Adapting case studies of each country ○ Links to sources from each country |
| 5 | <ul style="list-style-type: none"> ○ Making connections to other standards (Germany) ○ Delete section regarding SFEDI (Czech Republic) ○ Adapting case studies of each country ○ Links to sources from each country ○ Little changes in some sections (non significant changes) |
| 6 | <ul style="list-style-type: none"> ○ Making connections to other standards (Germany) ○ Delete section regarding SFEDI (Czech Republic) ○ Adapting case studies of each country ○ Links to sources from each country ○ Adapting the role of the BA to each partner country |
| 7 | <ul style="list-style-type: none"> ○ Adapting some point in the finance and accounting section ○ Adapting some points in ICT and E-Commerce section ○ Adapting some points in People section ○ Adapting some points in Innovation and Technology section ○ Adapting some points in Marketing and Sales section ○ Adapting some points in Operations and Processes section |
| 8 | <ul style="list-style-type: none"> ○ Delete section regarding SFEDI (Czech Republic) |
| 9 | <ul style="list-style-type: none"> ○ Adapting ““regulations section” to each country ○ Links to sources from each country ○ Adapting “money section” to each country |
| 10 | <ul style="list-style-type: none"> ○ Links to sources from each country ○ Adding the thesaurus |

4th STEP: Brief Description of the Adaptation Process per Partner

This part of the analysis is a resume of the adaptation process IQ-Consult, KONEP, AKF and MIK have carried out during the course of the project. As well as variations in the type of adaptation each partner has carried (see above 3th STEP), there were also overall changes to adapt the manual to the specific environment for business advice in each country.

IQ-CONSULT (Germany)

All the chapters (1 – 10) of the manual have been translated into German. The project team has worked with the translated text in order to adapt into the German environment. Manual was completed with introductory information about the project and the CBBA concept in Great Britain.

Regarding the adaptation process the links to information sources regarding legal, financial, environmental and marketing-sales have been substituted with German. They also have included some of the case studies developed during the intervention phase and substituted some of the methodologies described in the British manual with others.

One of the main aspects in the Iq-Consult adaptation is the one regarding the business support standards. As described in the adaptation matrix they have their own German Business Support Standards that have been adapted throughout the manual. Those regarding SFEDI have been deleted and substituted with their own German standards.

Having discussed the manual with a couple of experienced business advisers, IQ-Consult finds a high appreciation of the manual's usefulness. The manual is regarded helpful for as well people training to become a business adviser and those who already work as business advisers. At present, the adaption of the SFEDI standards to Germany is being checked.

AKF (Portugal)

All the chapters (1 – 10) of the manual have been translated into Portuguese among AKF Team. The project team has worked with the translated text in order to adapt into the Portuguese environment. Manual was completed with introductory information about the project and the CBBA concept in Great Britain.

Regarding the adaptation process the links to information sources regarding legal, financial, environmental and marketing-sales have been substituted with Portuguese sources and in some cases also with Brazilian sources. They also have included some of the case studies developed during the intervention phase and substituted some of the methodologies described in the British manual with others. They also have adapted sections regarding BAs' attitudes accordingly with their principles of empowerment and the Portuguese reality.

The manual was introduced to different organizations and business advisors supporting entrepreneurs. The existing entrepreneurship support services for communities at risk of exclusion are fairly recent, even incipient. The existing business advisors, in general, are not members of communities at risk of exclusion.

AKF decided to keep most of the references to SFEDI's accreditation process, including Chapter 8, which is dedicated to the presentation of the eight areas of specific competencies required by a business advisor, in spite of the fact that the requirement of formal accreditation of skills for this particular profession does not exist in Portugal. The lists of required skills and competences are useful for the self-evaluation of staff or consultants working in capacity-building and strengthening of informal groups (for individual and collective action) towards the setting-up of a business. The Portugal partner feels that the lists of key skills have their own relevance and value which is independent of the country context or legal framework for the BA, considering that many if not most of the skills correspond to behavioral and attitudinal skills that are of crucial universal value.

The AKF consider that the contents of this manual, whether it's the theory, literature or the easy-to-use tools, are useful and of wider benefit in different contexts. Also, this manual can contribute to the dissemination of the challenging idea of identifying and training community members, as capacity builders of other community members, which, without any doubt, is a promising approach to the sustainability of community development interventions. However, their expectations are that a more exhaustive adaptation process will be developed during the 2011, resulting from a very close collaborative work among the organizations to which this manual is being made available.

MIK (Spain)

Chapters from 1-10 of the manual have been translated into Spanish between an external order and MIK, and after that a revision and correction process have been established. An introductory section about the project and ACBBA and SFEDI also has been included in the beginning of the manual. Throughout the interviews process the manual's English version is the one MIK has used.

After the translation process the team started the adaptation process, taking into account the adaptation matrix. Sections containing links to information sources regarding legal, financial or environmental issues, and also some case studies have been adapted. In those cases where the original case study also fitted, it has been kept. Regarding the integration of the Spanish case studies we have included three case studies. Not all the Spanish cases could be included and substituted with the original ones.

According to the feedback received from business advisors some sections of the chapters have been reduced. The manual was introduced to 9 organisations supporting entrepreneurs, the closest concept to the Business Advisor in Spain. These business advisors perform their job within, Business Innovation Centers, Business Creation Agencies, and Enterprise Incubators... Up to now we have detected only one inclusive entrepreneurship programme focused specially on women, and it has been recently established, so it could be considered as the first step to the CBBA concept. Some of the supporting entrepreneurs or business advisors, in the case of the Basque County, are not far from the concept of CBBA but they need policy makers' support in order to go ahead. Advisors welcomed the adaptation of the British manual into the Basque environment. There are plenty of guides training on start-up processes, on the entrepreneurial area in general, but nothing resembling the manual in the literature.

Regarding the composition of the manual advisors consider as a relevant document in their day to day, since it gives them clues in how to manage specific situations with the client. Anybody can refer to the appropriate sections whenever the advisors needs to.

This adapted manual is divided into 10 different chapters. Regarding Chapter 8 "Getting Ready for Assessment" and after so many discussions among the MIK team, they have finally found helpful to keep the list of key skills and competences (SFEDI Core Business Support Standards Self-Evaluation). In spite of the lack of Community Based Business Advisors in the Basque Country, they think it turns out an orientative way to measure how close or far Basque business advisors are from the Community-Based Business Advisors.

However, MIK consider that the current adaptation of the manual to the Spanish context has been just the first step. More policy makers, advisors and also entrepreneurs should be included in this process and try to create a smoother Spanish manual.

KONEP (Czech Republic)

All the chapters (1 – 10) of the manual have been translated into Czech within an external order. The project team has worked with the translated text. The team carried out the first phase of the adaptation to the Czech environment. The links to information sources were substituted with Czech information sources. Manual was completed with introductory information about the project and brief description of activities of CBBA in Great Britain.

In the second phase, it was searched for case studies from the Czech environment, which could substitute the case studies from London. Because the business advisory is in the Czech Republic in its early stage, there is not sufficient stock of best practices, which would be usable. Therefore, not all case studies were substitutable with Czech ones.

In the third phase, the manual was introduced to 4 organisations and 6 business advisors in personal meetings with individual advisors. In respect to number of CBBAs in the Czech Republic (up to 15 people), the manual was introduced in the form of personal presentation also to 6 voluntary organisations that work with a target group, which could potentially be community based business support beneficiary.

According to the feedback received in the adaptation meetings, it is possible to state that a business advisory as a field in the Czech Republic still lacks history and experience. None of the advisors has an experience longer than three years with this specific activity. The UBA Project was the first activity, which actively searched for organisations providing Community Based Business Advice in the Czech Republic. Thanks to the project, it was able to establish a contact among the advisors. In respect to the stage of advisory development in the Czech Republic, the question of minimal competency standards of the project managers is not yet vital. Individuals providing consultancy have not undergone any training (except for one example of GLE Prague – an affiliated organisation of the Greater London Enterprise)

The advisors welcomed the adaptation of the British manual into the Czech environment because in the Czech Republic no supportive literature for this specific activity yet exists.

Structure of the manual is for the Czech advisors clear and they would not alter it in any way. The manner of its composition is very attractive – the inclusion of case studies and space for notes were especially valued.

The advisors agreed that the manual could be used more widely in the Czech Republic if it was shortened in its extent. “The manual is too thick” was often heard during the interviews. This opinion corresponds, according to us, with the level of community based business support development in the Czech Republic. We believe that the business advisors will understand the width of the essential competences with the growth of their experience.

Special attention was paid to the adaptation of chapter 8 – self-assessment tool. Here, within the consequential WP6 – Research and Needs Assessment, we prepared a questionnaire about the clearness of each point in part 8.1.

Based on the advisors recommendation, we have altered several points (changed the formulation or left out) parts of text that were not understandable for the Czech advisors. Those changes are stated in the adaptation matrix.

8. Conclusions

In general terms, the adaptation process has been quite similar in all partner countries (see 4th STEP). Most of them have adapted the same sections that are listed in the following conclusions list.

RC.1 Introducing the Manual by Country

In the beginning of the manual all partners have added and introductory information about the project and a brief description of activities of CBBA in Great Britain. Besides, a brief description about ACBBA, developer of the manual, and SFEDI, collaborator, is also incorporated.

RC.2 Issue of Accreditation Systems and Business Support Standards

It is also important to mention differences among the accreditation systems and their corresponding Business Support Standards.

In the case of Portugal and Spain there is no requirement of formal accreditation of skills for the BA profession. However the find useful the list of required skills and competences for the self-evaluation of staff or consultants working in capacity-building and strengthening of informal groups towards the setting-up of a business. They both think it turns out an orientative way to measure how close or far Spanish and Portuguese BAs are from British CBBA.

In the case of Czech Republic they do not have any accreditation system for this profession, but in this case they have considered a better option to delete all the sections regarding the accreditation system and its corresponding Business Support Standards.

Germany is nowadays among UBA partnership countries, the only one with their own Business Support Standards, it is why they have substituted theirs with the British ones

RC.3 Distinguishing CBBA from BA

UK has the best experience with community-based business Advisory services as the CBBA model is the most well-developed there. The model is used the least in the Czech Republic, Portugal and Spain, we could say they are making process in this sense but they still are in a very early stage. In Germany is where the CBBA is developed in a higher level, not the same as in UK, but closer that the rest of partners are.

It is why throughout the manual, in the initial chapters specially, partners have explained differences among the CBBA concept in UK and their specific Business Advisors.

RC.4 Case Studies Adaptation

The majority or the partners have integrated some of the Case Studies developed in the WP4 (Management of Case Studies of entrepreneurs and business advisors from disadvantage & excluded communities). As is the case of Czech Republic and Spain, they also have kept some of the original cases, since the national ones did not fit with the approach given in that chapter.

RC.5 Linking to national sources

Something in common among all partners has been the incorporation of national sources regarding websites, organizations, institutions, social entities, Government Departments, methodologies, laws, regulations...

In this case some of the partners have also kept the British ones and added theirs.

RC.6 Changing some additional knowledge and Understanding

This conclusion makes reference to the Chapter 7 Knowledge “Top ups”. This chapter gives some additional knowledge and understanding to help the BA advises on key business areas, and all the partners have adapted most of the section included inside. Concepts such as strategic overview, finance and accounting, ICT and E-commerce, people, innovation and technology and marketing/Sales are described in this chapter. They are structural concepts carried out in a different way depending on the country, different ways or itineraries to reach the same place.