



Training Needs Analysis of Small and Micro Enterprises in Social Economy of Portugal, Austria, Latvia and Turkey

Deliverable 2.05 Compiled Report on Analysis

Project Title	TSESME
	Innovative Vocational Training Approaches in Social Economy Small and Micro Enterprises
Deliverable Type	Report
Date of Delivery	22/02/2009
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Related Work Package	WP 2 – Analyses
Availability of Deliverable	Internal Document

Abstract

The project TSESME addresses the problems of the Social Economy SMEs by aiming to improve the vocational training system in small and micro enterprises by providing innovative and feasible tools for the assessment of training needs and raising awareness about the changes and challenges throughout training.

The analysis was made in order to give relevant background information for the needs of the subsequent stages of the project. It was based on previous studies and an inquiry targeted to the Social Economy small and especially micro enterprises. The inquiry for the needs of this analysis was organized simultaneously in four countries; Portugal, Austria, Latvia and Turkey. It was conducted in the period from January to February 2009. The total number of inquiries was 197.



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METHODOLOGY

WP 2 'Analyses' of the TSESME project aims at the elaboration of a detailed analysis of the general situation and conditions for small and micro enterprises in the social economy sector in the four participating regions and at a detailed reflection of their attitudes related to vocational training in general and specifically the identification of training needs. As a result of this work package a detailed analysis of the training situation and the training needs of organisations representing the social economy sector provided the necessary empirical, theoretical and practical background for the elaboration of the TSESME guidelines, instruments and tools, which will be elaborated in the next project phases.

The implementation of this work package consists of three subsequent phases on two levels, national and European. All consortium members in the four different partner countries Portugal, Austria, Latvia and Turkey followed the same structure:

National level:

1. The detailed analysis on national level started with a literature review about the situation of social economy enterprises in the involved countries.
2. This phase followed focus group interview and interviews of stakeholders, representatives of regional support organisations and social economy sector experts. In order to support the work to be internally developed by all partners and to have a common understanding on the focus group technique and the question to be asked as well, a working document was created by Portugal and discussed by all partners. In this document were characterised the phases to conduct effectively a focus group and at the end 12 questions were set to be used by all partners, as follows:

Table 1: TSESME Focus Group Questions

Opening	1.	Tell us your name and what is your main professional activity?
Introduction	2.	What to you is the relevance of social economy at EU level?
Transition	3.	What to you is the importance of social economy in our country? How big is the social economy in the country? What benefits does the social economy bring to communities?
Key	4.	Think back to the last time you wanted to make a work/research/intervention relating to social economy in the country. What kind of problems did you run into?
Key	5.	What helped you or would have helped you most in making the work?
Key	6.	Suppose you have been told that you should characterize the small and micro enterprises in the (country) social economy. What you would like to say and/or what kind of information you know is available on this issue?



Key	7.	Currently is said that exist shortfalls in vocational training in small and micro enterprises of social economy. Let's talk about that. What kind of competencies is missing?
Key	8.	What are the main constraints to develop them? What strategies to cope with them?
Key	9.	And what about the managers/owners/directors? What are they specific learning needs?
Key	10.	What will be the more suitable learning strategies to reach the social economy enterprises and namely the micro one and their managers for the implementation of vocational training programmes?
Key	11.	Suppose that a workshop for dissemination TSESME results was held. What would get you to attend?
Ending	12.	We are going to be putting together a project for social economy small and micro enterprises on how to higher their competencies. As we begin this project, what advise do you have for us?

3. Based on the results of these first two phases a survey tailored for representatives of small and micro enterprises from social economy sector has been developed, performed and interpreted. The questionnaire was build in English taking into account the inputs from partnership. Each partner then translated it to its own language. Each partner organized a mailing list of Social Economy SMEs and send 4 to 5 times more questionnaires than was defined to get answered (50 to Portugal, Austria and Latvia, and 200 to Turkey). After a week or two, a reminder e-mail was sent to the ones not responding, in order to reforce the request. In three countries (Portugal, Latvia and Turkey) that was not enough, and personal contacts (by phone and/or face to face) followed. That enable to get 197 questionnaires fulfilled. The main difficulties found were related to: the size of the organisations addressed; the contacts of the Social Economy SMEs not being up to date; founding a responsible person to answer; no interest in fulfil the questionnaire since they don't feel that this is targeted to them; some ignorance about social economy concept; lack of TIC / informatic skills.

The results in each partner country are summarised in regional studies which were prepared in all four partner countries.

European level:

The final output of this work package is this compiled report which reflects the situation in all participating countries.

RESULTS

This section of the report displays the main results from literature review and focus group.

The Social Economy can be defined as that part of the economy which is neither private nor public, but consists of legal organisations, with voluntary members and boards of directors or management committees, undertaking activities for community benefit.

Generally economies may be considered to have three sectors:

1. The business private sector, which is privately owned and profit motivated;
2. The public sector, which is owned by the state;
3. The **social economy**, that embraces a wide range of community, voluntary and not-for-profit activities.

The Social Economy is often called as 'the third sector' and can be broken down into three sub-sectors; the community sector, the voluntary sector and the social enterprise sector:

- The community sector includes those organisations active on a local or community level, usually small, modestly funded and largely dependent on voluntary, rather than paid, effort. Examples include neighbourhood watch, small community associations, civic societies, small support groups, etc.
- The voluntary sector including those organisations that are: formal (they have a constitution); independent of government and self-governing; not-for-profit and operate with a meaningful degree of volunteer involvement. Examples include housing associations, large charities, large community associations, national campaign organisations, etc.
- The social enterprises sector includes organisations which "are businesses with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders and owners". Examples include co-operatives, building societies, development trusts and credit unions.

The Social Economy sector employs over 10m people in the EU.



Table 2: Social economy organisations compared to other organisations

Differences	Advantages
<ul style="list-style-type: none"> • Are set up for a social and environmental purposes (not just to make a profit) • Have unpaid leadership (ie Board members, Directors or Trustees) • Have a lot of community or user involvement in how they are run • Reinvest profit rather than paying it out to shareholders 	<ul style="list-style-type: none"> • Close to their customers and clients and therefore know and respond quickly to their needs • Able to provide services to groups of people that are hard to reach • Able to attract charitable donations (money, labour and contributions in kind). • Well placed to make experience based contributions to public debate • An efficient way of building social capital

Values and principles of the social economy

The Social Economy aims to improve the quality of personal and community life. It helps the capacity of individuals and local communities to identify and meet their own social and economic needs. The Social Economy promotes:

- Economic activities with social goals
- Social and economic benefits for individuals and communities
- Co-operation and solidarity
- Mutuality
- Employee and community ownership and control of local economic resources
- Equal opportunities
- Social and economic inclusion
- Good employment practices
- Sustainable development

The social economy spans economic activity in the community, voluntary and social enterprise sectors. The economic activity, as with any other economic sector, includes: employment; financial transactions; the occupation of property; pensions; trading; etc.

Social Economy Enterprises have 3 common characteristics:

- **Social Aims** – they have explicit social such as job creation, training and provision of local services. They have ethical values including a commitment



to local capacity building. They are accountable to their members and the wider community for their social, environmental and economic impact.

- **Enterprises Focused** – they are directly involved in the production of goods and the provision of local services to a market. They seek to be viable concerns, making a surplus from trading,
- **Local Ownership** – they are autonomous organisations with governance and ownership structures based on participation by stakeholder groups (users or clients, local community groups etc) or by trustees. Profits are distributed as profit sharing to stakeholders or used for the benefit of the community.

The social economy usually develops because of a need to find new and innovative solutions to issues (whether they be socially, economically or environmentally based) and to satisfy the needs of members and users which have been ignored or inadequately fulfilled by the private or public sectors.

By using solutions to achieve not-for-profit aims, it is generally believed that the social economy has a distinct and valuable role to play in helping create a strong, sustainable, prosperous and inclusive society.

Successful social economy organisations can play an important role in helping deliver many key governmental policy objectives by:

- Helping to drive up productivity and competitiveness;
- Contributing to socially inclusive wealth creation;
- Enabling individuals and communities to work towards regenerating their local neighbourhoods;
- Showing new ways to deliver public services; and
- Helping to develop an inclusive society and active citizenship.

The main results from literature review and focus group of the partner countries shows that, in common, the organisations of Social Economy are not very valued by society; the work done is mainly by females; with low wages and qualifications; and the term Social Economy is not commonly used and/or recognised. These organisations are frequently organised inefficiently, with financial difficulties and under political and religious influences.

There is a lack of programs and plans for continuous improvement of quality and there is too self-didactic in establishing and implementing of management tools. A major difficulty is that usually the managers of these organisations have no training in management; even if they possess high degree / university diploma, it is usually on areas of social service, psychology, sociology, technical areas of service / product provided, not in management. They need a lot of training in management (financial, space, resources, people), on leadership and on conflict management. Employees also have important educational needs, both at the technical and functional level of or at relational and ethical. But employees are little available for give up their private

time. By another hand there is a lack of delegation not allowing the employees to attend the training. Presenting the training in an innovative way, mixing different channels and appealing to the self-based learning of the manager/director, according to this/her time available, and always focusing their real and actual needs and expectations, seems to be a good way to overcome some of the problems that social economy organisations presents.

Characteristics of small and micro social economy organisations

Each partner adressed the diferent types of Social Economy SME in its country, and located all over the country. Next table presents the main characteristics of the respondents, per country.

Table 3: Characteristics of small and micro social economy organisations of the partner countries

Portugal	The majority of the organisations are associations (55,8%), followed by private organisations of social services (30,8%).The activities range from local and ruraldevelopment to sports and art, also a significant number in education and support to seniors. The end users of these organisations are the general population (mostly in local and rural development associations, also in cultural associations); children and youngsters (mostly education) and seniors (daily care and services).The majority (87%) of the respondents held high positions in the organisation, like president, director,coordinator; the others were technicians familiarized with the work and aims of the organisation.Regarding the literature level of the respondents the great majority completed university degree or higher education (59,6%), 11.5% held a post degree
Austria	Most of the respondents are working with the target group ' children, youth and families ' as well as ' unemployed and job seekers '. The third largest group in terms of end users are organisations assisting ' migrants '; and the fourth are organisations that assist ' women and girls '. Beside that organisations are active in the field of ' senior citizens ', ' handicapped-people ', ' adults ', ' homeless ' and ' health and health prevention '. Most of the respondents hold higher positions in the represented organisations, like managing director, president etc. 77.3% hold a university or higher education degree; 18.2% finished secondary education and 4.5% hold a Ph.D. Nearly 2/3 of the respondents are female (65.9%) and 1/3 are male (34.1%). Thereby the observation of the literature review and the interviews can be confirmed. Even in leading positions female dominate male representatives in the social economy sector.
Latvia	All organisations answered on questionnaires are associations with no one or maximum 7 full time employees. Generally all organisations participated in survey are micro enterprises from which 60% are established after year 2000. It reflects the situation in country generally,



	<p>that most of Social Economy SME there are not large number of employees and / or most of workers are employed for special tasks in certain projects. Generally organisations are working based on volunteers work and receiving financial support more from local government and EU funds than from own resources. The fields of activities mostly are local development and society, social care and integration, education and culture. Target group of 25% organisations are society generally, other 75% working for specific society groups like children, youth, women, elderly and disadvantaged groups like disabled, elderly, addicts.</p> <p>90% respondents who filled questionnaire were women and 10% men which reflects general tendency that women are dominate in social, educational and cultural services in Latvia. 80% of respondents are with higher education and 20% with secondary school or vocational school education. Respondents are taking such positions in organisation – board chairpersons, board members, managers (department, office and training) and coordinators.</p>
Turkey	<p>The organisations are generally small. 56.80% of them have 0-9 and 6.17% of them have 40-50 employees. 24.69% is missing value. Missing value is always high for all the replies because of the managers of the organisations havent enough culture about the research. The end users of these organisations are the general population.</p>

Most of the respondents organisations are small or micro organisations, in all countries. They address diverse target groups, according to their activity, reinforcing that Social Economy SME can act everywhere. The majority of the respondents held high positions within the organisation, and possess high degree but usually not in management or related sciences.

The opening question asked respondents to write down words which come to their mind, when they hear the word “TRAINING”. Based on the responses gathered the following **TOP-10-LIST** can be presented according to the partner countries:

Table 4: The top-10-list of evocations related to the word "TRAINING"

	Portugal	Austria	Latvia	Turkey
1	Learning	lifelong learning	knowledge	Knowledge
2	Improvement	personal development	experience	Learning
3	Knowledge	qualification	information	Improvement
4	Skills	further development	new contacts	Quality
5	Qualification	eye-opening and learning experience	skills	Theoretical Knowledge
6	Development	chance	qualification	Conscious
7	New knowledge	quality assurance and improvement		New skills acquisition
8	Education	expensive		Modernity
9	Sharing	future oriented		Guidance
10	Recycling	Innovation		Reliability

The words "Learning", "Improvement" and "Knowledge" are in first three with different rank for the countries Portugal and Turkey. The words "lifelong learning", "personal development" and "qualification" are the first three for the Austria and "knowledge", "experience" and "information" are the first three for the Latvia. Portugal, Latvia and Turkey have minimum one same word in the first three rank but Austria has no same word in the first three rank with their partners.

Apparently, the concept of "training" is well understood by the respondents who have a positive representation of it, relating "training" with "learning", "improvement", "innovation", "development", and so on.

The size of the organisations and their properties according to the countries are showed below.

Table 5: Number of employees per country

Number of employees	COUNTRY				Total
	Portugal	Austria	Latvia	Turkey	
4 or less	18	15	18	35	86
5-9	12	6	1	10	29
10 to31	11	17	1	8	37
32 or more	11	6	-	7	24
No response	-	-	-	21	21
Total	52	44	20	81	197

According to the data gathered in partnership countries, most of the organisations are micro enterprises, and work in a very traditional field. More than half seems to consider that they don't face chronic resources instability.

Fig1. Employment numbers of the partner countries

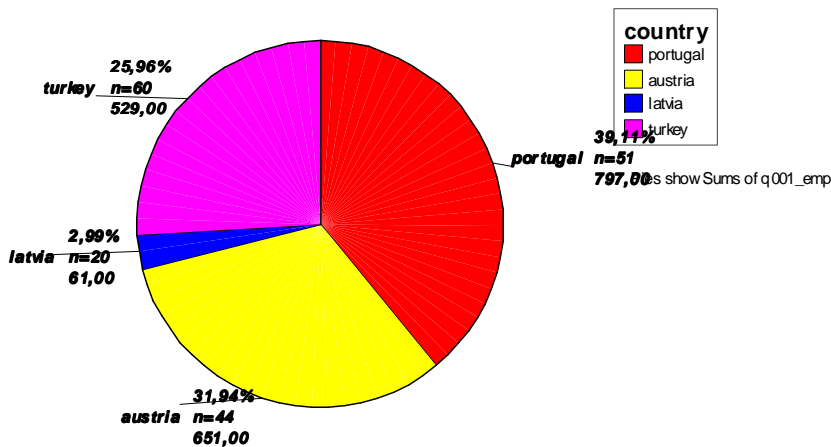


Fig1 shows that Portugal and Austria have relatively more collaborators employed than volunteers when compared to Latvia and Turkey.

The year of establishment of the organisations according to the countries are showed below.

Table 6: Year of foundation of organisation

Funded in...	Portugal		Austria		Latvia		Turkey		Total	
	count	%	count	%	count	%	count	%	count	%
- - 1960	5	10.0	-	-	1	5.0	7	10.77	13	7.43
1961- 1980	5	10.0	3	7.5	-	-	16	24.62	24	13.71
1981- 2000	29	48.0	31	77.5	8	40.0	23	35.38	91	52.0
2001-	11	22.0	6	15.0	11	55.0	19	29.23	47	26.86
	50	100.0	40	100.0	20	100.0	65	100.0	175	100.0

It could be said that Social economy organisations are young in all partner countries generally, but in Portugal and in Turkey there are older organisations too.

The repartition of the revenues according to their different sources by partner countries is below.

Table 7: Sources of funding of the organisations

Country	FUNDING														
	own			fees			philanthropy			government			Eu funding		
	75-100	75-35	35<	75-100	75-35	35<	75-100	75-35	35<	75-100	75-35	35<	75-100	75-35	35<
Portugal	7	4	6	5	4	11			7	1	6	14	4	8	3
Austria	2	4	14		3	13	1	1	6	13	11	12		1	13
Latvia			3		1	7		2	7	8	8	3		4	2
Turkey				2											
TOTAL	9	8	23	7	8	31	1	3	20	22	25	29	4	13	18
	40			46			24			76			35		

Most of the respondents rely on different sources of funding, although from Turkey hardly any answered this question.

Fig2. own sources by partner countries

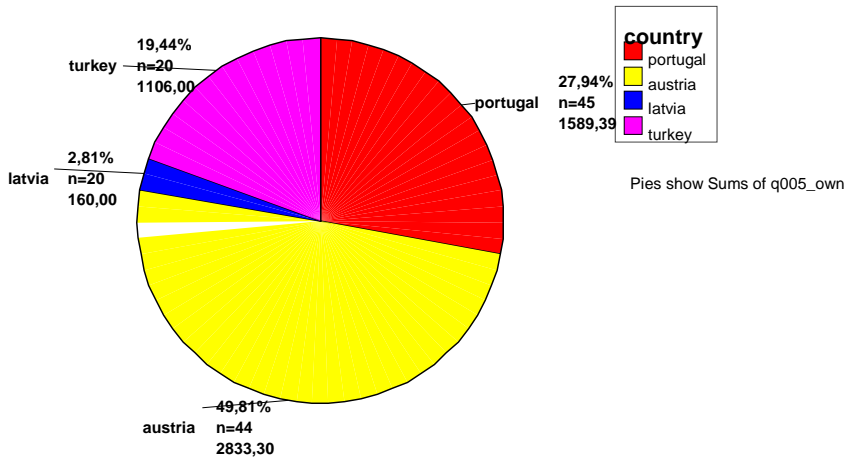


Fig.2 Shows that Austria has the biggest part in the using its own sources and Latvia has the smallest.

Fig3. EU funds used organization numbers of the partner countries

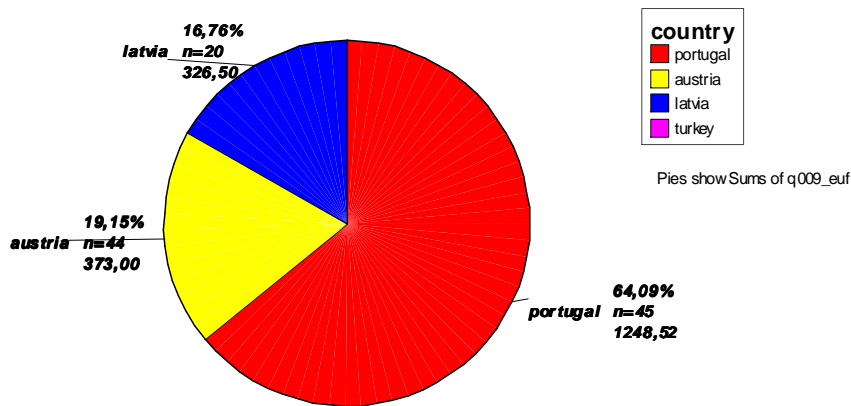


Fig.3 Shows that Portugal used the largest amount of the EU funds but Turkey used any EU funds.

The legal status of social economy SME by country is below.

Table 8: Legal status of respondents organisations

Legal Status	Country			
	Portugal	Austria	Latvia	Turkey
Cooperative	4			8
Association	28	30	20	36
Private institution	16			12
One-person society	1			
Non-profit making		8		15
Ltd		3		
Church related organisation		1		
NA	10	2		10
total	51	44	20	81

The table shows that the association is the most common legal type to the social economy smes in all partner countries.

Number of volunteers in Social Economy SMEs is below.

Table 9: Number of volunteers in Social Economy SMEs

Number of volunteers	Country			
	Portugal	Austria	Latvia	Turkey
4 or less	24	35	9	11
5-15	16	8	7	13
16-25	2	-	1	2
26+	6	1	3	12
NA	3	-	20	43
Total	51	44	20	81

Fig4. Volunteer numbers of the partner countries

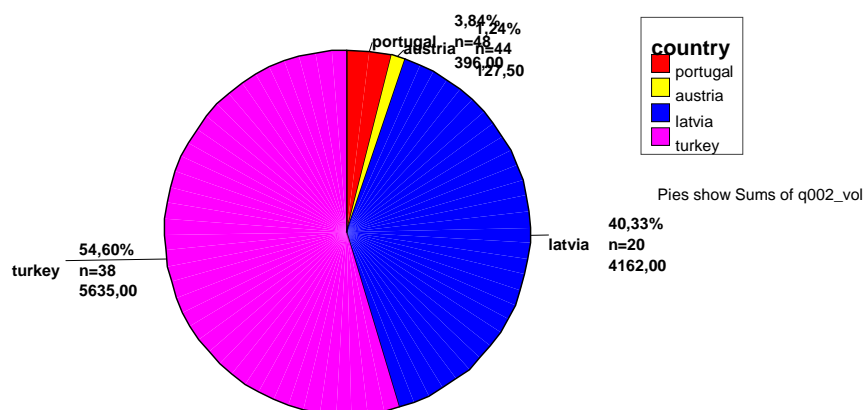


Fig. 4 shows that Turkey has the biggest and Austria has the smallest amount in the volunteer numbers.

Impressions of the education and training services

Availability of training

Most of the respondents in each country stated they need and use training services. Concerning the availability at local level, the answers are divided since some consider that this is good and use it, but many use also training provided regionally or nationally. A possible explanation for this is that many of the social economy SME need very specific training services so they use internal training or use training services from organisations from their sector acting regionally.

If considered all the partners it is easily seen that for the statement 43 *“appropriate training cannot be found for our organisation”* almost all of the respondents disagree.

The crosstabulation for the statements 43 and 45, and related chi square tests, are in Annex A.

Quality of training

The results about the quality of the training state that around half of the respondents consider the availability of training as good, which meet their needs, but also that is usually too general; the majority agrees that the training should be tailored to their own needs. Regarding previous bad experiences with training, a minority (around

20%-30%) referred had some, specially concerning bad preparation of trainer in adequating to the learners, most theory and not practical, very long and expensive, with no added value to learners and/or organisations, in short that didn't meet their needs. The questions about training providers present results that social economy SME (50% to 75%) seems to consider that they have quality and are flexible enough to their needs.

In Annex B are given chi-square analyze results and related graphics for the statements 56, 57 and 58.

Costs of training

The results of the cost of the training in partnership shows that most of the respondents (about half in Austria), no matter the country, consider that vocational training and management training is too expensive for their organisation. And consider also that there are costs associated: training takes much time from daily routines (21.1% in PT, 40.9% in AT, 25% in LV, 59.7% in TR) and the collaborators with much training might easily go to another organisation (48.1% in PT, 84.1% in AT, 50% in LV); this is a real problem for Social Economy Organisations since they rely heavily on volunteer work and usually pay less than private enterprises for the same kind of work, and when an employee becomes better qualified, easily finds another job more rewarding in economic terms. Besides these statements, most of the respondents (from 60% up to 100%) in all countries consider that training is a good investment and disagrees with statements "*Training is not worth the money required*" and "*The benefits of training are insecure and difficult to predict*".

Concerning public funding to training, the answers are more disperse: in PT, AT and TR, more than half of the respondents know they can apply to public funding, and more than half of those already used it; in LV, this a 50-50 situation. Less than half of the respondents refer this factor as hindering their access to training in PT and AT, but more than half of the respondents in LV and TR state this as a factor preventing training in their organisations. In Annex C it is possible to analyze this, question by question.

Need of training

The results of the need of the training of the partner countries are more similar. More than 60% of the respondents in all countries stated having training in last year and planning to have training during next year; this is true for around 90% of Austrian respondents. At least 2/3 of the respondents encourage their collaborators to educate themselves. A very small percentage, usually below 10%, considers that they collaborators do not want or appreciate training. Around 1/4 to 1/3 of the respondents think their collaborators don't need further training and would not want attend training during their free time. In short, there is a need for training and these organisations are open to undertake training even during working hours.

In Annex D are given chi-square analyze results and related graphics for the statements 69, 70, 71, 72.

Organisation of training

The results of the organisation of the training of the partner countries are quite similar. Most of the respondents in all countries prefer training on task specific and short term, not long term training, and they cannot provide by themselves all the training needed by collaborators. The training should address their needs so they would like to have a saying in determining the goals and methods of training. Most of the respondents consider the e-learning a good approach, but also the mixture of different methods, including the trainer coming to the organisation, and providing training during working hours – this way, blended courses is quite wellcome by the majority of respondents.

In Annex E are given chi-square analyze results and related graphics for the statements 77, 78, 79 and 80.

Content of training

The last section of the questionnaire refers to the training content that the respondents consider the most important to their organisation. The results are presented in table below for all the partner countries. The rank of this table is according to the one established by Portugal (first column).

The first five training contents are presented according to the colour grade below. If there was the same percentage to different training contents they were filled with the same colour. Also is presented the ranking obtained with the weighted average, so the first ranking had weight 6, the second weight 5, the third weight 4, the forth weight 3, the fifth weight 2 and the rest weight 1.

1st	2nd	3rd	4th	5th

Table 10: Ranking of training topics

Training Topics	Countries				Weighted Average
	Portugal	Austria	Latvia	Turkey	
Management	63,5	59,1	60.0	81.8	63.42
Leadership	57,7	72,7	65.0	76.6	65.91
Strategic planning	57,7	61,4	70.0	86.3	68.26
General training related to our field of work	55,8	68,2	70.0	90.6	73.13
Task specific vocational training	51,9	81,8	50.0	93.2	80.25
Project management	51,9	61,4	70.0	88.9	72.44
Social competences and conflict management	51,9	72,7	45.0	74.4	66.85
Social economy	50,0	34,1	60.0	83.3	57.90
Human resources management	48,1	47,7	55.0	80.0	57.16
Social marketing	48,1	45,5	70.0	75.0	64.83
Organisational Development	46,2	43,2	75.0	84.4	70.82
Team and networking	46,2	54,5	0.0	78.6	44.83
Financing / Access to financing supports	44,2	52,3	75.0	76.9	69.27
Informatics'	40,4	40,9	35.0	82.6	49.73
Negotiation and mediation	34,6	52,3	50.0	84.1	55.25
Development needs	34,6	38,6	45.0	71.8	47.50
diagnosis Social audit	26,9	27,3	25.0	72.7	37.98
Changing operational environment	19,2	38,6	30.0	76.9	41.18

Considering the colour scale per country, it has been noticed that Portugal's and Austria's organisations need same training contents in first five rank but their priority is different from each other. Latvia's organisations have four of the same training contents but Turkey's organisations have only three same training contents.

Training topics that can be available to the general of respondents SMEs (so excluding task specific vocational training and general training related to field of work) are, for Portugal, Management, Leadership and Strategic planning; for Austria are the same and more Project management and Social competencies and conflict management; for Latvia are Organisational development, Financing, Social marketing, Project management and the ones picked in Portugal; for Turkey the preferred topics

are Strategic planning, Project management and Organisational development although all topics were chosen by more than 2/3 of respondents.

When considering the weighted average, and regarding contents that can be available to all kinds of Social Economy SMEs, the most chosen topics are Project management, Organisational development, and Financing.

So, the most chosen topics for training purposes are subjects that can be also be available to SMEs for profit and related to Management, of course adequated to Social Economy.

To determinate the difference between the partner countries of the statements 88-105 was carried out Oneway anova dunnett test. The result are shown in Annex F, and the significant differences are shown with “*” in the table.

CONCLUSIONS

The results of the survey are very much close to the information gathered with bibliographical research and focus group.

Most of the respondents organisations are small or micro organisations, work in a very traditional field and address diverse target groups; usually assume the form of Associations. The majority of the respondents held high positions within the organisation, and possess high degree but usually not in management or related sciences. The concept of “training” is well understood by the respondents who also have a positive representation of it.

Most of the respondents in each country stated they need and use training services, which are available not only locally, but also regionally or nationally. A possible explanation for this is that many of the social economy SME need very specific training services so they use internal training or use training services from organisations from their sector acting regionally.

Concerning quality of training, most consider that it is good, but can be better; for instance, tailored to their needs, which is also visible when present bad training experiences. They have a positive image of training providers.

Most of the respondents consider that the vocational training is very expensive per se, and also present important associated costs, regarding time consuming and the possible escape of collaborators. Besides these statements, most of the respondents consider that training is a good investment, and many know and use public funding to training services.



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The majority of respondents are familiarized with training services and provide, and encourage their collaborators to undergo, training course. In short, there is a need for training and these organisations are open to undertake training even during working hours.

Concerning the organisation of the training provided, most of the respondents consider the e-learning a good approach, but also the mixture of different methods, including the trainer coming to the organisation, and providing training during working hours – this way, blended courses is quite wellcome by the majority of respondents, and under the topics which are subjects that can be also available to SMEs for profit and related to Management, but of course adequated to Social Economy.



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Projectos:

C3 - Consultoria para o 3º Sector

Convergências - Comunicar para Valorizar

Economia Social - Solidária, Qualificada, Inovadora

Excelência na Solidariedade

IES - Inovar na Economia Social

Rede para a Inclusão

- www.sozialwirtschaft.or.at

- www.sozialprojekte.com

- www.sozial-wirtschaft.at

<http://www.socialeconomylisburn.org/?tabid=696&parentid=696>

<http://www.c3.com.pt/3/divulgacao.html>

ANNEX A

Availability of training

“Appropriate training cannot be found for our organisation” (43)

Q043_NOT * COUNTRY Crosstabulation

		COUNTRY					
		Portugal	Austria	Latvia	Turkey	Total	
Q043_NOT	1	Count	6	11	3	36	56
		% within Q043_NOT	10,7%	19,6%	5,4%	64,3%	100,0%
		% of Total	3,2%	5,9%	1,6%	19,1%	29,8%
	2	Count	30	24	12	32	98
		% within Q043_NOT	30,6%	24,5%	12,2%	32,7%	100,0%
		% of Total	16,0%	12,8%	6,4%	17,0%	52,1%
	3	Count	9	7	3	6	25
		% within Q043_NOT	36,0%	28,0%	12,0%	24,0%	100,0%
		% of Total	4,8%	3,7%	1,6%	3,2%	13,3%
	4	Count	4	2	1	2	9
		% within Q043_NOT	44,4%	22,2%	11,1%	22,2%	100,0%
		% of Total	2,1%	1,1%	,5%	1,1%	4,8%
Total		Count	49	44	19	76	188
		% within Q043_NOT	26,1%	23,4%	10,1%	40,4%	100,0%
		% of Total	26,1%	23,4%	10,1%	40,4%	100,0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	22,121(a)	9	,009
Likelihood Ratio	22,792	9	,007
Linear-by-Linear Association	15,197	1	,000
N of Valid Cases	188		

a. 5 cells (31,3%) have expected count less than 5. The minimum expected count is ,91.

The difference between the partner countries for the statement 43 is significant. That means there are significance difference between the partner countries for the statement *“appropriate training cannot be found for our organisation”*. This difference is probably due to Turkey answers, where most of the respondents strongly disagree with statement while in other countries most of the respondents disagree; nevertheless, in all countries there is a strong majority strongly disagreeing or disagreeing with the statement.



“We never need to purchase training services for our collaborators” (45)

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Q045_NO * COUNTRY	189	97,4%	5	2,6%	194	100,0%

Q045_NO * COUNTRY Crosstabulation

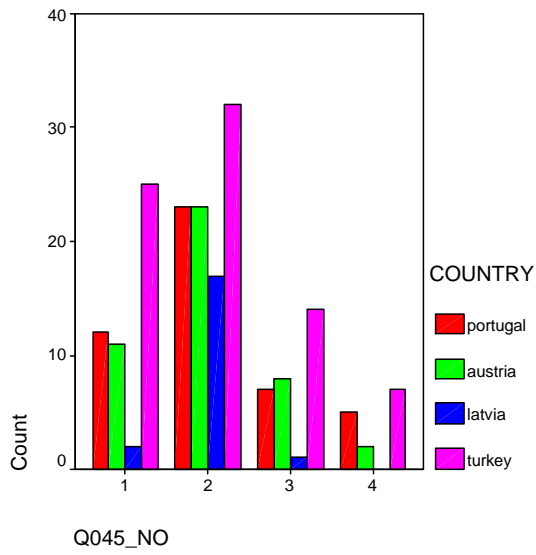
			COUNTRY				Total
			portugal	austria	latvia	turkey	
Q045_NO 1	Count		12	11	2	25	50
	% within Q045_NO		24,0%	22,0%	4,0%	50,0%	100,0%
	% of Total		6,3%	5,8%	1,1%	13,2%	26,5%
2	Count		23	23	17	32	95
	% within Q045_NO		24,2%	24,2%	17,9%	33,7%	100,0%
	% of Total		12,2%	12,2%	9,0%	16,9%	50,3%
3	Count		7	8	1	14	30
	% within Q045_NO		23,3%	26,7%	3,3%	46,7%	100,0%
	% of Total		3,7%	4,2%	,5%	7,4%	15,9%
4	Count		5	2	0	7	14
	% within Q045_NO		35,7%	14,3%	,0%	50,0%	100,0%
	% of Total		2,6%	1,1%	,0%	3,7%	7,4%
Total	Count		47	44	20	78	189
	% within Q045_NO		24,9%	23,3%	10,6%	41,3%	100,0%
	% of Total		24,9%	23,3%	10,6%	41,3%	100,0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13,964 ^a	9	,124
Likelihood Ratio	15,804	9	,071
Linear-by-Linear Association	,142	1	,706
N of Valid Cases	189		

a. 4 cells (25,0%) have expected count less than 5. The minimum expected count is 1,48.

The difference between the partner countries for the statement 45 is not significant. That means there are no significance difference between the partner countries for the statement “*We never need to purchase training services for our collaborators*”, since most of the respondents disagree or strongly disagree with it. This situation can also be verified in the chart below.



Bar chart for the statement 45 and partner countries

ANNEX B

Quality of training

„The training organisations do not understand our needs” (56)

Table 17. The crosstabulation between the statement 56 and partner countries

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Q056_NOT * COUNTRY	176	90,7%	18	9,3%	194	100,0%

Q056_NOT * COUNTRY Crosstabulation

		COUNTRY				Total	
		portugal	austria	latvia	turkey		
Q056_NOT	,00	Count	0	9	0	0	9
		% within Q056_NOT	,0%	100,0%	,0%	,0%	100,0%
		% of Total	,0%	5,1%	,0%	,0%	5,1%
1		Count	5	9	0	14	28
		% within Q056_NOT	17,9%	32,1%	,0%	50,0%	100,0%
		% of Total	2,8%	5,1%	,0%	8,0%	15,9%
2		Count	16	19	16	37	88
		% within Q056_NOT	18,2%	21,6%	18,2%	42,0%	100,0%
		% of Total	9,1%	10,8%	9,1%	21,0%	50,0%
3		Count	21	7	2	14	44
		% within Q056_NOT	47,7%	15,9%	4,5%	31,8%	100,0%
		% of Total	11,9%	4,0%	1,1%	8,0%	25,0%
4		Count	2	0	1	4	7
		% within Q056_NOT	28,6%	,0%	14,3%	57,1%	100,0%
		% of Total	1,1%	,0%	,6%	2,3%	4,0%
Total		Count	44	44	19	69	176
		% within Q056_NOT	25,0%	25,0%	10,8%	39,2%	100,0%
		% of Total	25,0%	25,0%	10,8%	39,2%	100,0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	53,861 ^a	12	,000
Likelihood Ratio	54,654	12	,000
Linear-by-Linear Association	,288	1	,591
N of Valid Cases	176		

a. 10 cells (50,0%) have expected count less than 5. The minimum expected count is ,76.

The difference between the partner countries for the statement 56 is significant. That means there is significant difference between the partner countries for the statement „**The training organisations do not understand our needs**”, possibly because Portugal respondents mainly agree with statement and the other countries presented the most answers in “Disagree”; this is reinforced by chart below.

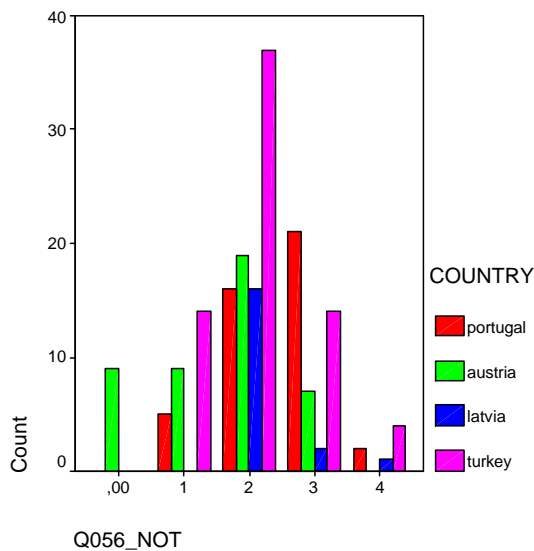


Fig.6. bar chart for the statement 56 and partner countries

„The training organisations are not flexible enough” (57)

Table 18. The crosstabulation between the statement 57 and partner countries

Case Processing Summary						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Q057_NOT * COUNTRY	176	90,7%	18	9,3%	194	100,0%

Q057_NOT * COUNTRY Crosstabulation

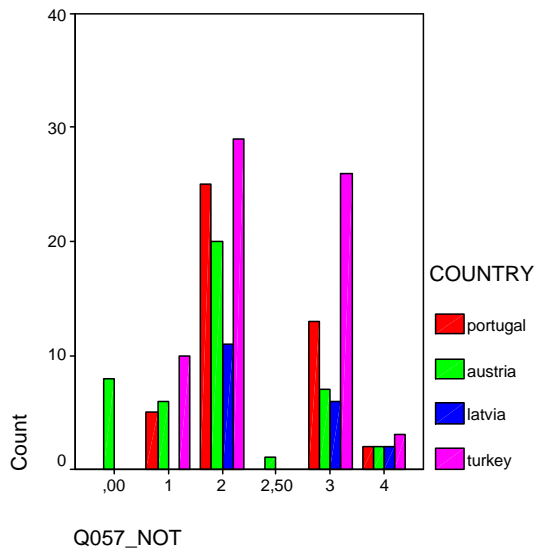
		COUNTRY				Total	
		portugal	austria	latvia	turkey		
Q057_NOT	,00	Count	0	8	0	0	8
		% within Q057_NOT	,0%	100,0%	,0%	,0%	100,0%
		% of Total	,0%	4,5%	,0%	,0%	4,5%
1		Count	5	6	0	10	21
		% within Q057_NOT	23,8%	28,6%	,0%	47,6%	100,0%
		% of Total	2,8%	3,4%	,0%	5,7%	11,9%
2		Count	25	20	11	29	85
		% within Q057_NOT	29,4%	23,5%	12,9%	34,1%	100,0%
		% of Total	14,2%	11,4%	6,3%	16,5%	48,3%
2,50		Count	0	1	0	0	1
		% within Q057_NOT	,0%	100,0%	,0%	,0%	100,0%
		% of Total	,0%	,6%	,0%	,0%	,6%
3		Count	13	7	6	26	52
		% within Q057_NOT	25,0%	13,5%	11,5%	50,0%	100,0%
		% of Total	7,4%	4,0%	3,4%	14,8%	29,5%
4		Count	2	2	2	3	9
		% within Q057_NOT	22,2%	22,2%	22,2%	33,3%	100,0%
		% of Total	1,1%	1,1%	1,1%	1,7%	5,1%
Total		Count	45	44	19	68	176
		% within Q057_NOT	25,6%	25,0%	10,8%	38,6%	100,0%
		% of Total	25,6%	25,0%	10,8%	38,6%	100,0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	36,976 ^a	15	,001
Likelihood Ratio	37,300	15	,001
Linear-by-Linear Association	2,154	1	,142
N of Valid Cases	176		

a. 13 cells (54,2%) have expected count less than 5. The minimum expected count is ,11.

The difference between the partner countries for the statement 57 is significant. That means there is a significative difference between the partner countries for the statement „**The training organisations are not flexible enough**”, possibly because although all partners had the most answers on “disagree”, the Turkish partner had also a big amount of answers “agree”. This is also visible in the chart below.



Bar chart for the statement 57 and partner countries

„The training organisations do not have sufficient expertise to offer us the type of training that we need” (58)

Table 19. The crosstabulation between the statement 58 and partner countries.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Q058_NOT * COUNTRY	175	90,2%	19	9,8%	194	100,0%



Q058_NOT * COUNTRY Crosstabulation

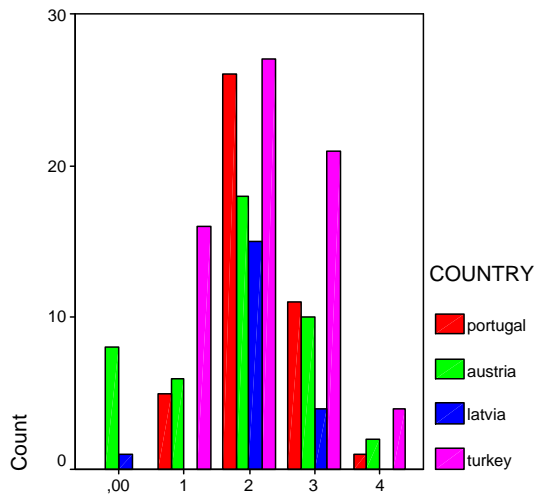
		COUNTRY				Total	
		portugal	austria	latvia	turkey		
Q058_NOT	,00	Count	0	8	1	0	9
		% within Q058_NOT	,0%	88,9%	11,1%	,0%	100,0%
		% of Total	,0%	4,6%	,6%	,0%	5,1%
1		Count	5	6	0	16	27
		% within Q058_NOT	18,5%	22,2%	,0%	59,3%	100,0%
		% of Total	2,9%	3,4%	,0%	9,1%	15,4%
2		Count	26	18	15	27	86
		% within Q058_NOT	30,2%	20,9%	17,4%	31,4%	100,0%
		% of Total	14,9%	10,3%	8,6%	15,4%	49,1%
3		Count	11	10	4	21	46
		% within Q058_NOT	23,9%	21,7%	8,7%	45,7%	100,0%
		% of Total	6,3%	5,7%	2,3%	12,0%	26,3%
4		Count	1	2	0	4	7
		% within Q058_NOT	14,3%	28,6%	,0%	57,1%	100,0%
		% of Total	,6%	1,1%	,0%	2,3%	4,0%
Total		Count	43	44	20	68	175
		% within Q058_NOT	24,6%	25,1%	11,4%	38,9%	100,0%
		% of Total	24,6%	25,1%	11,4%	38,9%	100,0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	35,213 ^a	12	,000
Likelihood Ratio	38,279	12	,000
Linear-by-Linear Association	,521	1	,471
N of Valid Cases	175		

a. 9 cells (45,0%) have expected count less than 5. The minimum expected count is ,80.

The difference between the partner countries for the statement 57 is significant. That means there is significant difference between the partner countries for the statement „**The training organisations do not have sufficient expertise to offer us the type of training that we need**” possibly because although all partners had the most answers on “disagree”, the Turkish partner had also a big amount of answers “agree”. This is also visible in the chart below.



Q058_NOT

Bar chart for the statement 58 and partner countries

ANNEX C

Costs of training

“We have obtained public funding for training our personnel” (66)

Table 21. The crosstabulation between the statement 66 and partner countries

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Q066_HAD * COUNTRY	171	88,1%	23	11,9%	194	100,0%

Q066_HAD * COUNTRY Crosstabulation

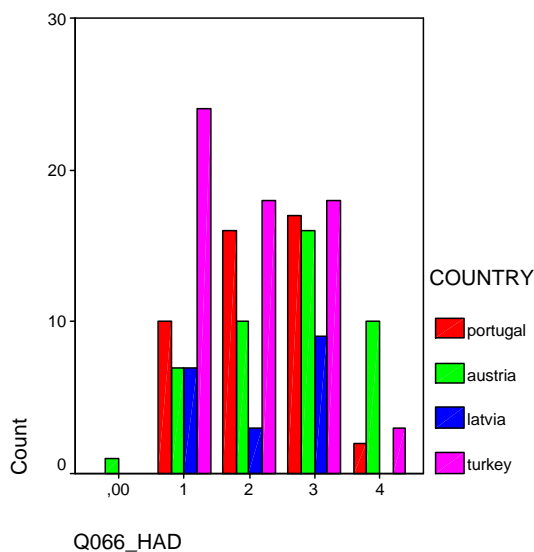
		COUNTRY				Total
		portugal	austria	latvia	turkey	
Q066_HAD ,00	Count	0	1	0	0	1
	% within Q066_HAD	,0%	100,0%	,0%	,0%	100,0%
	% of Total	,0%	,6%	,0%	,0%	,6%
1	Count	10	7	7	24	48
	% within Q066_HAD	20,8%	14,6%	14,6%	50,0%	100,0%
	% of Total	5,8%	4,1%	4,1%	14,0%	28,1%
2	Count	16	10	3	18	47
	% within Q066_HAD	34,0%	21,3%	6,4%	38,3%	100,0%
	% of Total	9,4%	5,8%	1,8%	10,5%	27,5%
3	Count	17	16	9	18	60
	% within Q066_HAD	28,3%	26,7%	15,0%	30,0%	100,0%
	% of Total	9,9%	9,4%	5,3%	10,5%	35,1%
4	Count	2	10	0	3	15
	% within Q066_HAD	13,3%	66,7%	,0%	20,0%	100,0%
	% of Total	1,2%	5,8%	,0%	1,8%	8,8%
Total	Count	45	44	19	63	171
	% within Q066_HAD	26,3%	25,7%	11,1%	36,8%	100,0%
	% of Total	26,3%	25,7%	11,1%	36,8%	100,0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	26,174 ^a	12	,010
Likelihood Ratio	25,380	12	,013
Linear-by-Linear Association	4,259	1	,039
N of Valid Cases	171		

a. 7 cells (35,0%) have expected count less than 5. The minimum expected count is ,11.

The difference between the partner countries for the statement 66 is significant. That means there is significant difference between the partner countries for the statement **“We have obtained public funding for training our personnel”**, probably due to the fact that in Latvia there is a 50-50 situation agreeing – disagreeing with the statement, in Portugal and Turkey most of the respondents disagree with it and in Austria is the opposite. These results can be also be observed in the chart below.



Bar chart for the statement 66 and partner countries

“We could obtain public funding for training our personnel” (67)

Table 22. The crosstabulation between the statement 67 and partner countries

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Q067_CAN * COUNTRY	176	90,7%	18	9,3%	194	100,0%

Q067_CAN * COUNTRY Crosstabulation

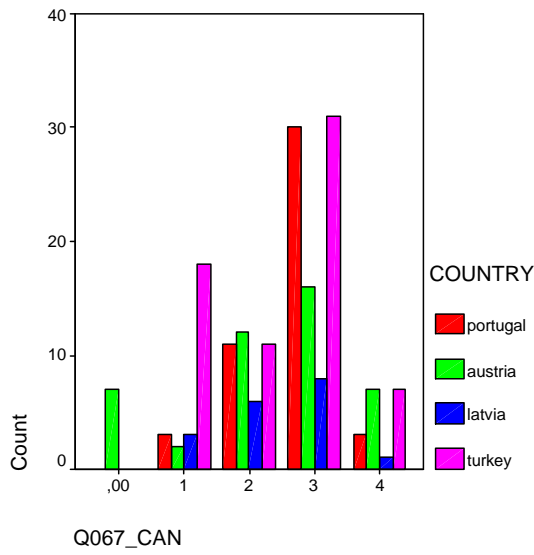
		COUNTRY				Total	
		portugal	austria	latvia	turkey		
Q067_CAN	,00	Count	0	7	0	0	7
		% within Q067_CAN	,0%	100,0%	,0%	,0%	100,0%
		% of Total	,0%	4,0%	,0%	,0%	4,0%
1		Count	3	2	3	18	26
		% within Q067_CAN	11,5%	7,7%	11,5%	69,2%	100,0%
		% of Total	1,7%	1,1%	1,7%	10,2%	14,8%
2		Count	11	12	6	11	40
		% within Q067_CAN	27,5%	30,0%	15,0%	27,5%	100,0%
		% of Total	6,3%	6,8%	3,4%	6,3%	22,7%
3		Count	30	16	8	31	85
		% within Q067_CAN	35,3%	18,8%	9,4%	36,5%	100,0%
		% of Total	17,0%	9,1%	4,5%	17,6%	48,3%
4		Count	3	7	1	7	18
		% within Q067_CAN	16,7%	38,9%	5,6%	38,9%	100,0%
		% of Total	1,7%	4,0%	,6%	4,0%	10,2%
Total		Count	47	44	18	67	176
		% within Q067_CAN	26,7%	25,0%	10,2%	38,1%	100,0%
		% of Total	26,7%	25,0%	10,2%	38,1%	100,0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	41,718 ^a	12	,000
Likelihood Ratio	40,476	12	,000
Linear-by-Linear Association	1,539	1	,215
N of Valid Cases	176		

a. 9 cells (45,0%) have expected count less than 5. The minimum expected count is ,72.

The difference between the partner countries for the statement 67 is significant. That means there is a significative difference between the partner countries for the statement *“We could obtain public funding for training our personnel”*, possibly because there is a 50-50 situation agreeing – disagreeing with the statement in Latvia, but most of the respondents in the other countries agrees or strongly agrees with it. These results can be also observable in the chart below.



Bar chart for the statement 67 and partner countries

“Lack of public funding prevents us from training our personnel” (68)

Table 23. The crosstabulation between the statement 68 and partner countries

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Q068_LAC * COUNTRY	174	89,7%	20	10,3%	194	100,0%

Q068_LAC * COUNTRY Crosstabulation

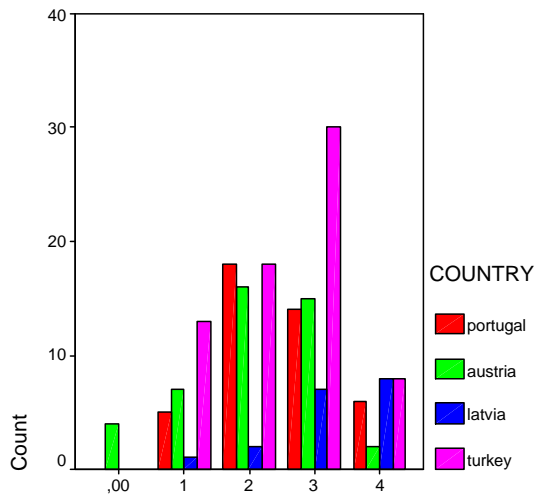
		COUNTRY				Total	
		portugal	austria	latvia	turkey		
Q068_LAC	,00	Count	0	4	0	0	4
		% within Q068_LAC	,0%	100,0%	,0%	,0%	100,0%
		% of Total	,0%	2,3%	,0%	,0%	2,3%
1		Count	5	7	1	13	26
		% within Q068_LAC	19,2%	26,9%	3,8%	50,0%	100,0%
		% of Total	2,9%	4,0%	,6%	7,5%	14,9%
2		Count	18	16	2	18	54
		% within Q068_LAC	33,3%	29,6%	3,7%	33,3%	100,0%
		% of Total	10,3%	9,2%	1,1%	10,3%	31,0%
3		Count	14	15	7	30	66
		% within Q068_LAC	21,2%	22,7%	10,6%	45,5%	100,0%
		% of Total	8,0%	8,6%	4,0%	17,2%	37,9%
4		Count	6	2	8	8	24
		% within Q068_LAC	25,0%	8,3%	33,3%	33,3%	100,0%
		% of Total	3,4%	1,1%	4,6%	4,6%	13,8%
Total		Count	43	44	18	69	174
		% within Q068_LAC	24,7%	25,3%	10,3%	39,7%	100,0%
		% of Total	24,7%	25,3%	10,3%	39,7%	100,0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	35,092 ^a	12	,000
Likelihood Ratio	31,600	12	,002
Linear-by-Linear Association	,888	1	,346
N of Valid Cases	174		

a. 6 cells (30,0%) have expected count less than 5. The minimum expected count is ,41.

The difference between the partner countries for the statement 68 is significant. That means there is a significative difference between the partner countries for the statement *“Lack of public funding prevents us from training our personnel”*, probably because most of the Portuguese and Austrian respondents agrees with the statement but most of Latvian an Turquish respondents agree with it. So, apparently the lack of public funding to training is a bigger problem in these last two countries, although being a problem for several organisations in Portugal and Austria. These results are also represent in the chart below.



Q068_LAC

Bar charts for the statement 68 and partner countries

ANNEX D

Need of training

(69) " We have not had any training during the past 12 months"

Table 25. The crosstabulation between the statement 69 and partner countries

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Q069_NOT * COUNTRY	187	96,4%	7	3,6%	194	100,0%

Q069_NOT * COUNTRY Crosstabulation

			COUNTRY				Total
			portugal	austria	latvia	turkey	
Q069_NOT 1	Count		14	25	4	22	65
	% within Q069_NOT		21,5%	38,5%	6,2%	33,8%	100,0%
	% of Total		7,5%	13,4%	2,1%	11,8%	34,8%
2	Count		24	14	10	24	72
	% within Q069_NOT		33,3%	19,4%	13,9%	33,3%	100,0%
	% of Total		12,8%	7,5%	5,3%	12,8%	38,5%
3	Count		6	3	4	14	27
	% within Q069_NOT		22,2%	11,1%	14,8%	51,9%	100,0%
	% of Total		3,2%	1,6%	2,1%	7,5%	14,4%
4	Count		6	2	2	13	23
	% within Q069_NOT		26,1%	8,7%	8,7%	56,5%	100,0%
	% of Total		3,2%	1,1%	1,1%	7,0%	12,3%
Total	Count		50	44	20	73	187
	% within Q069_NOT		26,7%	23,5%	10,7%	39,0%	100,0%
	% of Total		26,7%	23,5%	10,7%	39,0%	100,0%

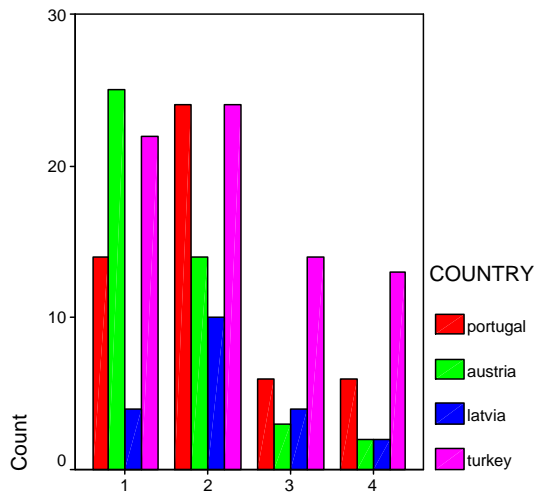
Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	19,069 ^a	9	,025
Likelihood Ratio	19,053	9	,025
Linear-by-Linear Association	3,364	1	,067
N of Valid Cases	187		

a. 2 cells (12,5%) have expected count less than 5. The minimum expected count is 2,46.

The difference between the partner countries for the statement 69 is significant. That means there is a significative difference between the partner countries for the statement " **We have not had any training during the past 12 months**", possibly due to the fact that, although the majority of the respondents disagree with it, the

majority of Austrian respondents strongly disagree while from the other countries the majority disagrees. See also the chart below.



Q069_NOT

Bar chart for the statement 69 and partner countries

(70) ” We do not plan any training for the next 12 months”

Table 26. The crosstabulation between the statement 70 and partner countries

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Q070_NOT * COUNTRY	187	96,4%	7	3,6%	194	100,0%



Q070_NOT * COUNTRY Crosstabulation

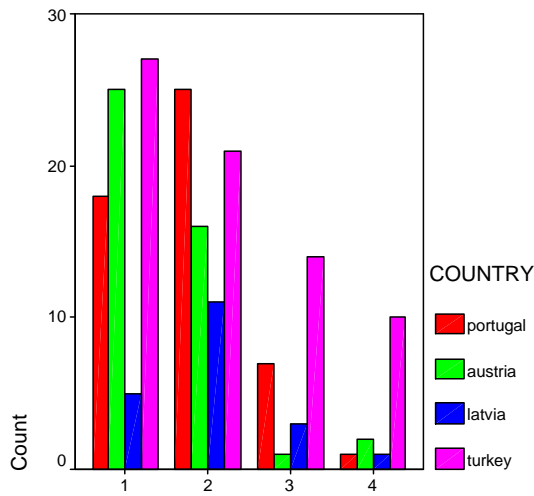
		COUNTRY				Total
		portugal	austria	latvia	turkey	
Q070_NOT 1	Count	18	25	5	27	75
	% within Q070_NOT	24,0%	33,3%	6,7%	36,0%	100,0%
	% of Total	9,6%	13,4%	2,7%	14,4%	40,1%
2	Count	25	16	11	21	73
	% within Q070_NOT	34,2%	21,9%	15,1%	28,8%	100,0%
	% of Total	13,4%	8,6%	5,9%	11,2%	39,0%
3	Count	7	1	3	14	25
	% within Q070_NOT	28,0%	4,0%	12,0%	56,0%	100,0%
	% of Total	3,7%	,5%	1,6%	7,5%	13,4%
4	Count	1	2	1	10	14
	% within Q070_NOT	7,1%	14,3%	7,1%	71,4%	100,0%
	% of Total	,5%	1,1%	,5%	5,3%	7,5%
Total	Count	51	44	20	72	187
	% within Q070_NOT	27,3%	23,5%	10,7%	38,5%	100,0%
	% of Total	27,3%	23,5%	10,7%	38,5%	100,0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	21,884 ^a	9	,009
Likelihood Ratio	23,752	9	,005
Linear-by-Linear Association	5,494	1	,019
N of Valid Cases	187		

a. 4 cells (25,0%) have expected count less than 5. The minimum expected count is 1,50.

The difference between the partner countries for the statement 70 is significant. That means there is a significant difference between the partner countries for the statement **”We do not plan any training for the next 12 months”**, probably because although a huge percentage disagrees or strongly disagrees with the statement, most of the Austrian and Turkish strongly disagrees and most of the Portuguese and Latvian respondents disagrees. These is also visible in chart below.



Q070_NOT

Bar charts for the statement 70 and partner countries

(71) “Our organisation does not need any training”

Table 27. The crosstabulation between the statement 71 and partner countries

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Q071_NOT * COUNTRY	189	97,4%	5	2,6%	194	100,0%

Q071_NOT * COUNTRY Crosstabulation

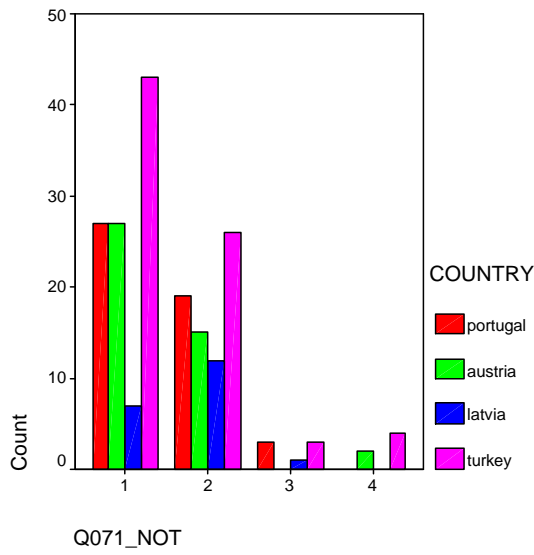
		COUNTRY				Total
		portugal	austria	latvia	turkey	
Q071_NOT 1	Count	27	27	7	43	104
	% within Q071_NOT	26,0%	26,0%	6,7%	41,3%	100,0%
	% of Total	14,3%	14,3%	3,7%	22,8%	55,0%
2	Count	19	15	12	26	72
	% within Q071_NOT	26,4%	20,8%	16,7%	36,1%	100,0%
	% of Total	10,1%	7,9%	6,3%	13,8%	38,1%
3	Count	3	0	1	3	7
	% within Q071_NOT	42,9%	,0%	14,3%	42,9%	100,0%
	% of Total	1,6%	,0%	,5%	1,6%	3,7%
4	Count	0	2	0	4	6
	% within Q071_NOT	,0%	33,3%	,0%	66,7%	100,0%
	% of Total	,0%	1,1%	,0%	2,1%	3,2%
Total	Count	49	44	20	76	189
	% within Q071_NOT	25,9%	23,3%	10,6%	40,2%	100,0%
	% of Total	25,9%	23,3%	10,6%	40,2%	100,0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10,825 ^a	9	,288
Likelihood Ratio	14,147	9	,117
Linear-by-Linear Association	,576	1	,448
N of Valid Cases	189		

a. 8 cells (50,0%) have expected count less than 5. The minimum expected count is ,63.

The difference between the partner countries for the statement 71 is insignificant. That means there is no significative difference between the partner countries for the statement **“Our organisation does not need any training”**, a strong majority disagrees with it.



Bar chart for the statement 71 and partner countries

(72) “Our collaborators do not want any training.”

Table 28. The crosstabulation between the statement 72 and partner countries

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Q072_NOT * COUNTRY	189	97,4%	5	2,6%	194	100,0%

Q072_NOT * COUNTRY Crosstabulation

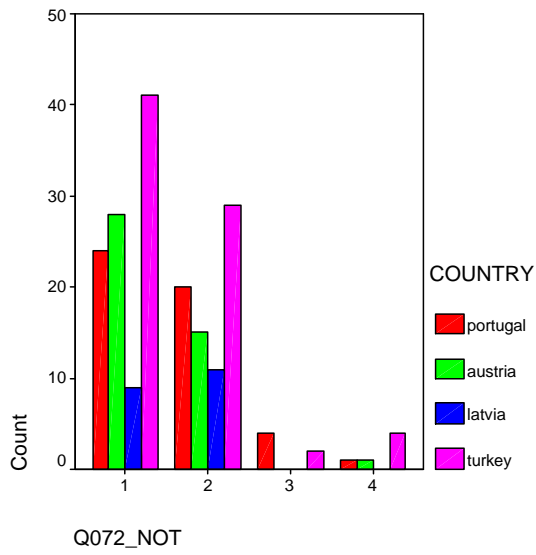
		COUNTRY				Total
		portugal	austria	latvia	turkey	
Q072_NOT 1	Count	24	28	9	41	102
	% within Q072_NOT	23,5%	27,5%	8,8%	40,2%	100,0%
	% of Total	12,7%	14,8%	4,8%	21,7%	54,0%
2	Count	20	15	11	29	75
	% within Q072_NOT	26,7%	20,0%	14,7%	38,7%	100,0%
	% of Total	10,6%	7,9%	5,8%	15,3%	39,7%
3	Count	4	0	0	2	6
	% within Q072_NOT	66,7%	,0%	,0%	33,3%	100,0%
	% of Total	2,1%	,0%	,0%	1,1%	3,2%
4	Count	1	1	0	4	6
	% within Q072_NOT	16,7%	16,7%	,0%	66,7%	100,0%
	% of Total	,5%	,5%	,0%	2,1%	3,2%
Total	Count	49	44	20	76	189
	% within Q072_NOT	25,9%	23,3%	10,6%	40,2%	100,0%
	% of Total	25,9%	23,3%	10,6%	40,2%	100,0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10,810 ^a	9	,289
Likelihood Ratio	12,047	9	,211
Linear-by-Linear Association	,019	1	,891
N of Valid Cases	189		

a. 8 cells (50,0%) have expected count less than 5. The minimum expected count is ,63.

The difference between the partner countries for the statement 72 is insignificant. That means there is no significative difference between the partner countries for the statement “**Our collaborators do not want any training**”, since a strong majority disagrees or strongly disagrees with it. This is clearly visible in chart below.



Bar chart for the statement 72 and partner countries

ANNEX E

Organisation of training

(77) " We prefer very task specific, short-term training."

The crosstabulation between the statement 77 and partner countries

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Q077_TAS * COUNTRY	178	91,8%	16	8,2%	194	100,0%

Q077_TAS * COUNTRY Crosstabulation

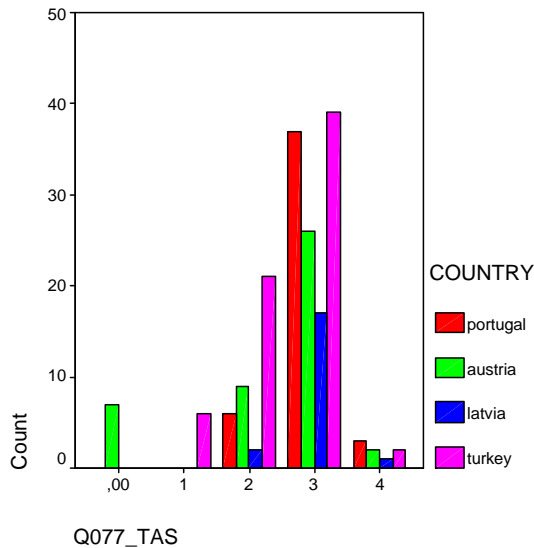
		COUNTRY				Total	
		portugal	austria	latvia	turkey		
Q077_TAS	,00	Count	0	7	0	0	7
		% within Q077_TAS	,0%	100,0%	,0%	,0%	100,0%
		% of Total	,0%	3,9%	,0%	,0%	3,9%
1		Count	0	0	0	6	6
		% within Q077_TAS	,0%	,0%	,0%	100,0%	100,0%
		% of Total	,0%	,0%	,0%	3,4%	3,4%
2		Count	6	9	2	21	38
		% within Q077_TAS	15,8%	23,7%	5,3%	55,3%	100,0%
		% of Total	3,4%	5,1%	1,1%	11,8%	21,3%
3		Count	37	26	17	39	119
		% within Q077_TAS	31,1%	21,8%	14,3%	32,8%	100,0%
		% of Total	20,8%	14,6%	9,6%	21,9%	66,9%
4		Count	3	2	1	2	8
		% within Q077_TAS	37,5%	25,0%	12,5%	25,0%	100,0%
		% of Total	1,7%	1,1%	,6%	1,1%	4,5%
Total		Count	46	44	20	68	178
		% within Q077_TAS	25,8%	24,7%	11,2%	38,2%	100,0%
		% of Total	25,8%	24,7%	11,2%	38,2%	100,0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	40,995 ^a	12	,000
Likelihood Ratio	41,176	12	,000
Linear-by-Linear Association	2,628	1	,105
N of Valid Cases	178		

a. 13 cells (65,0%) have expected count less than 5. The minimum expected count is ,67.

The difference between the partner countries for the statement 77 is significant. That means there is a significative difference between the partner countries for the statement ” **We prefer very task specific, short-term training.**”, possibly due to the Turkish respondents considering the least answered was the “strongly agree” while in the other countries it was the “strongly disagree”.



Bar chart for the statement 77and partner countries

(78) “The training should always take place on free time.”

The crosstabulation between the statement 78 and partner countries

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Q078_SHO * COUNTRY	187	96,4%	7	3,6%	194	100,0%



Q078_SHO * COUNTRY Crosstabulation

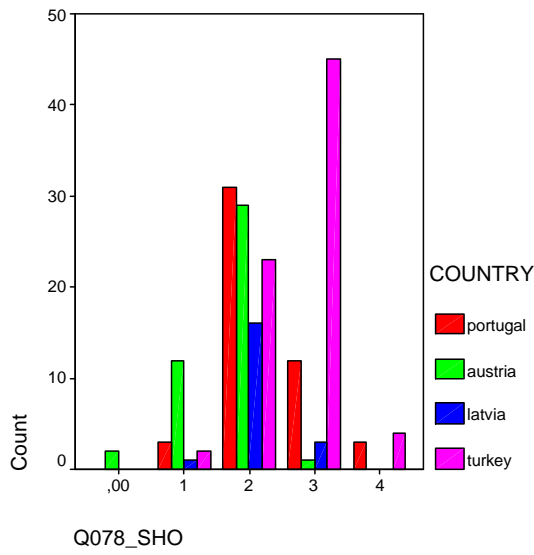
		COUNTRY				Total	
		portugal	austria	latvia	turkey		
Q078_SHO	,00	Count	0	2	0	0	2
		% within Q078_SHO	,0%	100,0%	,0%	,0%	100,0%
		% of Total	,0%	1,1%	,0%	,0%	1,1%
1		Count	3	12	1	2	18
		% within Q078_SHO	16,7%	66,7%	5,6%	11,1%	100,0%
		% of Total	1,6%	6,4%	,5%	1,1%	9,6%
2		Count	31	29	16	23	99
		% within Q078_SHO	31,3%	29,3%	16,2%	23,2%	100,0%
		% of Total	16,6%	15,5%	8,6%	12,3%	52,9%
3		Count	12	1	3	45	61
		% within Q078_SHO	19,7%	1,6%	4,9%	73,8%	100,0%
		% of Total	6,4%	,5%	1,6%	24,1%	32,6%
4		Count	3	0	0	4	7
		% within Q078_SHO	42,9%	,0%	,0%	57,1%	100,0%
		% of Total	1,6%	,0%	,0%	2,1%	3,7%
Total		Count	49	44	20	74	187
		% within Q078_SHO	26,2%	23,5%	10,7%	39,6%	100,0%
		% of Total	26,2%	23,5%	10,7%	39,6%	100,0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	74,349 ^a	12	,000
Likelihood Ratio	79,219	12	,000
Linear-by-Linear Association	19,648	1	,000
N of Valid Cases	187		

a. 11 cells (55,0%) have expected count less than 5. The minimum expected count is ,21.

The difference between the partner countries for the statement 78 is significant. That means there is a significant difference between the partner countries for the statement **“The training should always take place on free time”**, since most of the respondents from Turkey agrees with the statement but in the other countries the respondents mainly disagree with it. See also the chart below.



Bar chart for the statement 78 and partner countries

(79) “Due to lack of time we can not train our personnel.”

The crosstabulation between the statement 79 and partner countries

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Q079_LAC * COUNTRY	183	94,3%	11	5,7%	194	100,0%

Q079_LAC * COUNTRY Crosstabulation

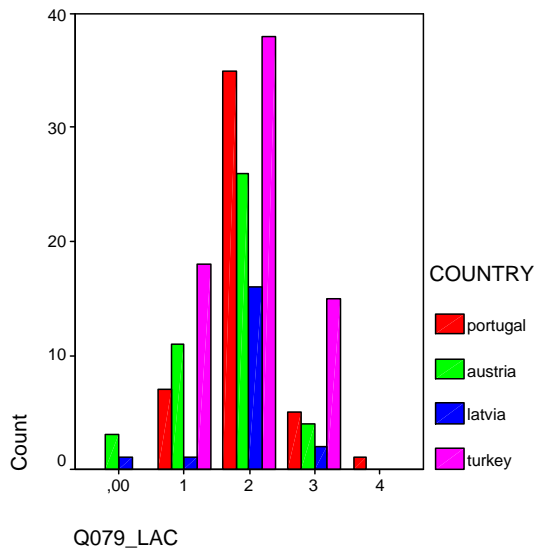
		COUNTRY				Total
		portugal	austria	latvia	turkey	
Q079_LAC ,00	Count	0	3	1	0	4
	% within Q079_LAC	,0%	75,0%	25,0%	,0%	100,0%
	% of Total	,0%	1,6%	,5%	,0%	2,2%
1	Count	7	11	1	18	37
	% within Q079_LAC	18,9%	29,7%	2,7%	48,6%	100,0%
	% of Total	3,8%	6,0%	,5%	9,8%	20,2%
2	Count	35	26	16	38	115
	% within Q079_LAC	30,4%	22,6%	13,9%	33,0%	100,0%
	% of Total	19,1%	14,2%	8,7%	20,8%	62,8%
3	Count	5	4	2	15	26
	% within Q079_LAC	19,2%	15,4%	7,7%	57,7%	100,0%
	% of Total	2,7%	2,2%	1,1%	8,2%	14,2%
4	Count	1	0	0	0	1
	% within Q079_LAC	100,0%	,0%	,0%	,0%	100,0%
	% of Total	,5%	,0%	,0%	,0%	,5%
Total	Count	48	44	20	71	183
	% within Q079_LAC	26,2%	24,0%	10,9%	38,8%	100,0%
	% of Total	26,2%	24,0%	10,9%	38,8%	100,0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	21,656 ^a	12	,042
Likelihood Ratio	23,160	12	,026
Linear-by-Linear Association	,103	1	,749
N of Valid Cases	183		

a. 10 cells (50,0%) have expected count less than 5. The minimum expected count is ,11.

The difference between the partner countries for the statement 79 is significant. That means there is a significant difference between the partner countries for the statement **“Due to lack of time we can not train our personnel.”**, possibly because that only one respondent from Latvia strongly disagrees with the statement while in the other countries there are more answers “strongly disagree”. This is visible in chart below.



Bar chart for the statement 79 and partner countries

(80) “We give our collaborators all the necessary training by ourselves”

The crosstabulation between the statement 80 and partner countries

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Q080_OUR * COUNTRY	181	93,3%	13	6,7%	194	100,0%

Q080_OUR * COUNTRY Crosstabulation

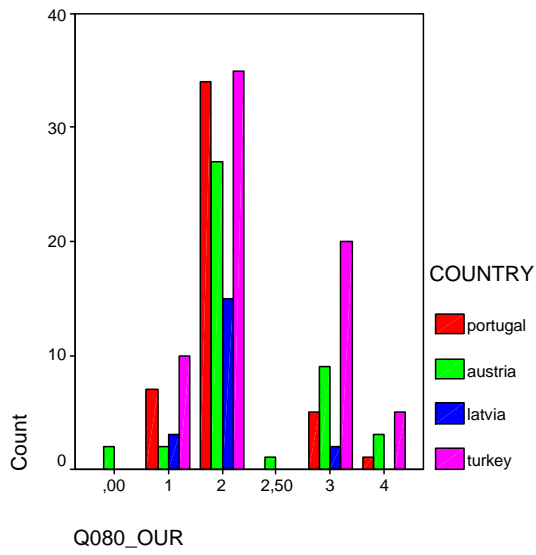
		COUNTRY				Total	
		portugal	austria	latvia	turkey		
Q080_OUR	,00	Count	0	2	0	0	2
		% within Q080_OUR	,0%	100,0%	,0%	,0%	100,0%
		% of Total	,0%	1,1%	,0%	,0%	1,1%
1		Count	7	2	3	10	22
		% within Q080_OUR	31,8%	9,1%	13,6%	45,5%	100,0%
		% of Total	3,9%	1,1%	1,7%	5,5%	12,2%
2		Count	34	27	15	35	111
		% within Q080_OUR	30,6%	24,3%	13,5%	31,5%	100,0%
		% of Total	18,8%	14,9%	8,3%	19,3%	61,3%
2,50		Count	0	1	0	0	1
		% within Q080_OUR	,0%	100,0%	,0%	,0%	100,0%
		% of Total	,0%	,6%	,0%	,0%	,6%
3		Count	5	9	2	20	36
		% within Q080_OUR	13,9%	25,0%	5,6%	55,6%	100,0%
		% of Total	2,8%	5,0%	1,1%	11,0%	19,9%
4		Count	1	3	0	5	9
		% within Q080_OUR	11,1%	33,3%	,0%	55,6%	100,0%
		% of Total	,6%	1,7%	,0%	2,8%	5,0%
Total		Count	47	44	20	70	181
		% within Q080_OUR	26,0%	24,3%	11,0%	38,7%	100,0%
		% of Total	26,0%	24,3%	11,0%	38,7%	100,0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	23,515 ^a	15	,074
Likelihood Ratio	24,704	15	,054
Linear-by-Linear Association	2,995	1	,084
N of Valid Cases	181		

a. 14 cells (58,3%) have expected count less than 5. The minimum expected count is ,11.

The difference between the partner countries for the statement 80 is insignificant. That means there is no significative difference between the partner countries for the statement **“We give our collaborators all the necessary training by ourselves”**, mostly the respondents disagree with the statement. See also the chart below.



Bar chart for the statement 80 and partner countries



Education and Culture DG

Lifelong Learning Programme



ANNEX F

Content of training

Table 33. Anova tests for the content of the training of the partner countries



ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Q088_MAN	Between Groups	3,278	3	1,093	3,861	,011
	Within Groups	45,277	160	,283		
	Total	48,555	163			
Q089_LEA	Between Groups	1,186	3	,395	1,579	,197
	Within Groups	38,045	152	,250		
	Total	39,231	155			
Q090_STR	Between Groups	4,854	3	1,618	5,684	,001
	Within Groups	44,698	157	,285		
	Total	49,553	160			
Q091_TAS	Between Groups	3,379	3	1,126	5,170	,002
	Within Groups	32,025	147	,218		
	Total	35,404	150			
Q092_GEN	Between Groups	5,251	3	1,750	6,475	,000
	Within Groups	42,439	157	,270		
	Total	47,689	160			
Q093_ORG	Between Groups	9,653	3	3,218	11,531	,000
	Within Groups	41,576	149	,279		
	Total	51,229	152			
Q094_CHA	Between Groups	9,536	3	3,179	10,124	,000
	Within Groups	43,957	140	,314		
	Total	53,493	143			
Q095_HRM	Between Groups	6,530	3	2,177	6,934	,000
	Within Groups	48,337	154	,314		
	Total	54,867	157			
Q096_INF	Between Groups	8,433	3	2,811	9,130	,000
	Within Groups	45,567	148	,308		
	Total	54,000	151			
Q097_SOC	Between Groups	10,506	3	3,502	11,682	,000
	Within Groups	43,767	146	,300		
	Total	54,273	149			
Q098_FIN	Between Groups	5,572	3	1,857	6,312	,000
	Within Groups	42,968	146	,294		
	Total	48,540	149			
Q099_SOC	Between Groups	7,083	3	2,361	7,923	,000
	Within Groups	45,592	153	,298		
	Total	52,675	156			
Q100_PRO	Between Groups	4,889	3	1,630	6,208	,001
	Within Groups	39,111	149	,262		
	Total	44,000	152			
Q101_TEA	Between Groups	4,358	2	2,179	7,501	,001
	Within Groups	38,927	134	,290		
	Total	43,285	136			
Q102_NEG	Between Groups	3,957	3	1,319	4,011	,009
	Within Groups	46,043	140	,329		
	Total	50,000	143			
Q103_DEV	Between Groups	8,948	3	2,983	10,220	,000
	Within Groups	42,025	144	,292		
	Total	50,973	147			
Q104_SOC	Between Groups	9,776	3	3,259	10,420	,000
	Within Groups	45,972	147	,313		
	Total	55,748	150			
Q105_SOC	Between Groups	3,379	3	1,126	3,861	,011
	Within Groups	42,594	146	,292		
	Total	45,973	149			



Table 34. The Dunnett tests for the content of the training of the partner countries

Multiple Comparisons

Dunnett t (2-sided)^a

Dependent Variable	(I) COUNTRY	(J) COUNTRY	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Q088_MAN	portugal	turkey	-,1548	,10440	,336	-,4043	,0947
	austria	turkey	-,3603*	,10804	,003	-,6185	-,1021
	latvia	turkey	-,0648	,15142	,956	-,4267	,2971
Q089_LEA	portugal	turkey	-,1660	,10164	,257	-,4086	,0767
	austria	turkey	-,1069	,10495	,632	-,3574	,1437
	latvia	turkey	,1007	,14836	,850	-,2535	,4549
Q090_STR	portugal	turkey	-,2627*	,10619	,040	-,5164	-,0091
	austria	turkey	-,4082*	,10979	,001	-,6704	-,1460
	latvia	turkey	,0123	,15289	1,000	-,3530	,3775
Q091_TAS	portugal	turkey	-,3808*	,09694	,000	-,6122	-,1494
	austria	turkey	-,1818	,09951	,177	-,4194	,0557
	latvia	turkey	-,2175	,14322	,312	-,5594	,1244
Q092_GEN	portugal	turkey	-,3342*	,10304	,004	-,5806	-,0879
	austria	turkey	-,3829*	,10604	,001	-,6364	-,1294
	latvia	turkey	,0277	,15206	,996	-,3358	,3912
Q093_ORG	portugal	turkey	-,3444*	,10961	,006	-,6060	-,0829
	austria	turkey	-,5717*	,11199	,000	-,8390	-,3045
	latvia	turkey	,0931	,15375	,886	-,2739	,4600
Q094_CHA	portugal	turkey	-,5609*	,12080	,000	-,8490	-,2728
	austria	turkey	-,6101*	,12323	,000	-,9041	-,3162
	latvia	turkey	-,3077	,17945	,218	-,7357	,1203
Q095_HRM	portugal	turkey	-,2898*	,11262	,031	-,5589	-,0207
	austria	turkey	-,5045*	,11581	,000	-,7813	-,2278
	latvia	turkey	-,0667	,16493	,962	-,4608	,3274
Q096_INF	portugal	turkey	-,3975*	,11391	,002	-,6697	-,1254
	austria	turkey	-,5988*	,11701	,000	-,8784	-,3193
	latvia	turkey	-,2876	,17429	,250	-,7040	,1288
Q097_SOC	portugal	turkey	-,4356*	,11427	,001	-,7084	-,1628
	austria	turkey	-,6818*	,11673	,000	-,9605	-,4031
	latvia	turkey	-,3701	,16800	,078	-,7712	,0310
Q098_FIN	portugal	turkey	-,2827*	,11462	,041	-,5561	-,0094
	austria	turkey	-,3755*	,11703	,005	-,6546	-,0965
	latvia	turkey	,1756	,15938	,569	-,2044	,5556
Q099_SOC	portugal	turkey	-,2500	,11031	,068	-,5134	,0134
	austria	turkey	-,4545*	,11393	,000	-,7266	-,1825
	latvia	turkey	,1833	,16147	,552	-,2023	,5689
Q100_PRO	portugal	turkey	-,3472*	,10631	,004	-,6009	-,0935
	austria	turkey	-,3889*	,10862	,001	-,6481	-,1297
	latvia	turkey	-,0139	,14913	,999	-,3698	,3420
Q102_NEG	portugal	turkey	-,3350*	,12422	,022	-,6312	-,0387
	austria	turkey	-,3543*	,12612	,016	-,6551	-,0535
	latvia	turkey	-,0037	,17867	1,000	-,4297	,4224
Q103_DEV	portugal	turkey	-,4583*	,11414	,000	-,7307	-,1860
	austria	turkey	-,6061*	,11654	,000	-,8842	-,3280
	latvia	turkey	-,1905	,16672	,543	-,5883	,2074
Q104_SOC	portugal	turkey	-,2136	,11686	,176	-,4923	,0652
	austria	turkey	-,6078*	,11992	,000	-,8939	-,3217
	latvia	turkey	,0558	,16770	,978	-,3442	,4559
Q105_SOC	portugal	turkey	-,3600*	,11458	,006	-,6329	-,0871
	austria	turkey	-,3091*	,11800	,027	-,5902	-,0280
	latvia	turkey	-,3375	,15977	,095	-,7181	,0431

*. The mean difference is significant at the .05 level.

a. Dunnett t-tests treat one group as a control, and compare all other groups against it.

ANNEX G

Data Evaluation

Question		Numerical					Percentage				
		completely disagree	disagree	agree	completely agree	total	completely disagree	disagree	agree	completely agree	total
15	Our organisation works on a very traditional line of business.	35	60	72	21	188	18,6	31,9	38,3	11,2	100,0
16	Our organisation is supported on the religious social tradition.	87	41	45	12	185	47,0	22,2	24,3	6,5	100,0
17	Our organisation is concentrated into a restricted field of products/services.	21	64	85	17	187	11,2	34,2	45,5	9,1	100,0
18	Our organisation presents deficit on initiative capacity at some intervention areas.	45	67	60	8	180	25,0	37,2	33,3	4,4	100,0
19	Our organisation competes with other organisations.	25	50	82	31	138	13,3	26,6	43,6	16,5	100,0
20	Our organisation has a chronicle resources instability.	26	71	67	19	183	14,2	38,8	36,6	10,4	100,0
21	Our organisation has specialized in a specific kind of services/products.	11	28	104	37	180	6,1	15,6	57,8	20,6	100,0
22	Our organisation has met increasing competition in recent years.	21	61	73	28	183	11,5	33,3	39,9	15,3	100,0
23	Our organisation has difficulties in finding qualified personnel (both paid and volunteers).	25	69	71	22	187	13,4	36,9	38,0	11,8	100,0
24	Our organisation needs to improve the competence of its collaborators.	11	32	103	43	189	5,8	16,9	54,5	22,8	100,05

Question	Numerical					Percentage					
	completely disagree	disagree	agree	completely agree	total	completely disagree	disagree	agree	completely agree	total	
25	Our organisation is possibly going to employ more people within 3 years.	24	58	80	23	185	13.0	31.4	43.2	12.4	100,0
26	Our organisation is probably going to have fewer employees within 3 years.	59	92	27	4	182	32.4	50.5	14.8	2.2	100,0
27	Our organisation has a weak associative spirit.	88	69	28	7	192	45.8	35,9	14.6	3.6	100,0
28	Our organisation has mostly positive expectations for future.	-	16	116	58	190	-	8,4	61.1	30.5	100,0
29	Our organisation believes that the competition will get harder within few years.	12	44	100	28	184	6.5	23.9	54.3	15.2	100,0
30	Our organisation is planning to grow rapidly.	7	67	78	32	184	3.8	36.4	42.4	17.4	100,0
31	Our organisation is well prepared for the future developments.	5	31	87	16	139	3.6	22.3	62.6	11.5	100,0
32	Our organisation relies on its flexibility in case of unexpected changes.	5	45	115	19	184	2.7	24.5	62.5	10.3	100,0
33	Our organisation has been actively networking with local organisations.	1	13	117	58	189	.5	6.9	61.9	30.7	100,0
34	Our organisation has been actively networking with foreign organisations.	27	66	67	25	185	14.6	35.7	36.2	13.5	100,0
35	Our organisation has made some strategic long-term planning.	8	42	111	23	184	4.3	22.8	60.3	12.5	100,0
36	Our organisation has comprehensive strategic plans for the future development.	7	48	104	27	186	3.8	25.8	55.9	14.5	100,0
37	Our organisation offers regular training for the collaborators.	12	34	105	35	186	6.5	18.3	56.5	18.8	100,0

Question		Numerical					Percentage				
		completely disagree	disagree	agree	completely agree	total	completely disagree	disagree	agree	completely agree	total
38	Our organisation has clearly defined its target groups into the social market.	6	33	102	38	1179	3.4	18.4	57.0	21.2	100,0
39	Our organisation has reorganized its organisation structure within past 2 years.	16	44	91	29	180	8.9	24.4	50.6	16.1	100,0
40	Our organisation is going to reorganize its organisation structure within 2 years.	11	51	99	23	184	6.0	27.7	53.8	12.5	100,0
41	Our organisation has difficulties for combining managerial competencies with its social mission.	33	76	64	11	184	17.9	41.3	34.8	6.0	100,0
42	Our organisation presents a clear commercial strategy.	38	72	57	10	177	21.5	40.7	32.2	6.0	100,0
43	Appropriate training cannot be found for our organisation.	56	98	25	9	188	29.8	52.1	13.3	4.8	100,0
44	The local training providers are able to offer the training we need.	19	57	97	15	188	10.1	30.3	51.6	8.0	100,0
45	We never need to purchase training services for our collaborators	50	95	30	14	189	26.5	50.3	15.9	7.4	100,0
46	The needs of our organisation are too specific for training providers.	26	69	64	18	177	14.7	39.0	36.2	10.2	100,0
47	We are happy with the supply of training in my region.	28	70	80	6	184	15.2	38.0	43.5	3.3	100,0
48	We prefer national or international instead of regional training services.	21	83	58	17	179	11.4	46.7	32.4	9.5	100,0
49	We use partly regional and partly (inter)national training services.	24	59	86	10	179	13.4	33.0	48.0	5.6	100,0
50	We do not use any training services.	88	65	14	12	179	49.2	36.3	7.8	6.7	100,0

Question		Numerical					Percentage				
		completely disagree	disagree	agree	completely agree	total	completely disagree	disagree	agree	completely agree	total
51	The availability of relevant training is good.	10	42	117	9	178	5.6	23.6	65.7	5.1	100,0
52	The offered training is usually too general.	6	55	98	13	172	3.5	32.0	57.0	7.6	100,0
53	The offered training does not meet our needs.	17	93	54	10	174	9.8	53.4	31.0	5.7	100,0
54	The training should be tailored to meet our needs.	5	26	104	41	176	2.8	14.8	59.1	23.3	100,0
55	We have some bad experiences concerning the training.	37	87	46	2	172	21.5	50.6	26.7	1.2	100,0
56	The training organisations do not understand our needs.	28	88	44	7	167	16.8	52.7	26.3	4.2	100,0
57	The training organisations are not flexible enough.	21	86	52	9	168	12.5	51.2	31.0	5.4	100,0
58	The training organisations do not have sufficient expertise to offer us the type of training that we need.	27	86	46	7	166	16.3	51.8	27.7	4.2	100,0
59	Vocational training is too expensive for our organisation.	9	67	69	28	173	5.2	38.7	39.9	16.2	100,0
60	Management training is too expensive for our organisation.	12	62	69	27	170	7.1	36.5	40.6	15.9	100,0
61	Training is a good investment for the future.	-	4	61	121	1186	-	2.2	32.8	65.1	100,0
62	Trained collaborators might too easily go to other organisations.	6	34	98	41	179	3.4	19.0	54.7	22.9	100,0
63	Training would take too much time from the daily routines.	15	91	63	12	181	8.3	50.3	34.8	6.6	100,0
64	Training is not worth the money required.	83	80	14	2	179	46.4	44.7	7.8	1.1	100,0

Question		Numerical					Percentage				
		completely disagree	disagree	agree	completely agree	total	completely disagree	disagree	agree	completely agree	total
65	The benefits of training are insecure and difficult to predict.	60	94	25	3	182	33.0	51.6	13.7	1.6	100,0
66	We have obtained public funding for training our personnel.	48	47	60	15	170	28.2	27.6	35.3	8.8	100,0
67	We could obtain public funding for training our personnel.	26	40	85	18	169	15.4	23.7	50.3	11.6	100,0
68	Lack of public funding prevents us from training our personnel.	26	54	66	24	170	15.3	31.8	38.8	14.1	100,0
69	We have not had any training during the past 12 months.	65	72	27	23	187	34.8	38.5	14.4	12.3	100,0
70	We do not plan any training for the next 12 months.	75	73	25	14	187	40.1	39.0	13.4	7.5	100,0
71	Our organisation does not need any training.	104	72	7	6	189	55.0	38.1	3.7	3.2	100,0
72	Our collaborators do not want any training.	102	75	6	6	189	54.0	39.7	3.2	3.2	100,0
73	Our collaborators would not appreciate training.	95	78	12	4	189	50.3	41.3	6.3	2.1	100,0
74	We encourage our collaborators to educate themselves.	11	12	121	39	183	6.0	6.6	66.1	21.3	100,0
75	Our collaborators do not want training on their free time.	41	89	45	5	180	22.8	49.4	25.0	2.8	100,0
76	Our collaborators have a sufficient training for their duties.	12	88	75	11	186	6.5	47.3	40.3	5.9	100,0
77	We prefer very task specific, short-term training.	6	38	119	8	171	3.5	22.2	69.6	4.7	100,0
78	The training should always take place on free time.	18	99	61	7	185	9.7	53.5	33.0	3.8	100,0

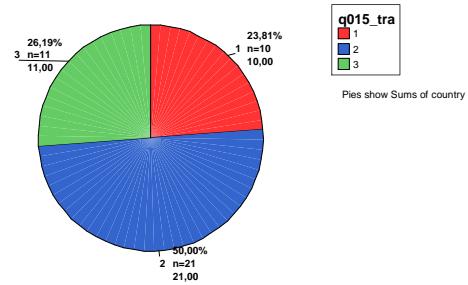
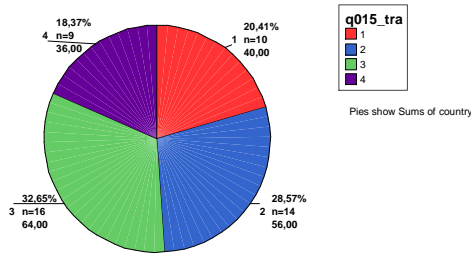
Question		Numerical					Percentage				
		completely disagree	disagree	agree	completely agree	total	completely disagree	disagree	agree	completely agree	total
79	Due to lack of time we can not train our personnel.	37	115	26	1	179	20.7	64.2	14.5	.6	100,0
80	We give our collaborators all the necessary training by ourselves.	22	112	36	9	179	12.3	62.6	20.1	5.0	100,0
81	E-learning is/could be a good solution for our collaborators.	11	36	109	21	177	6.2	20.3	61.6	11.9	100,0
82	We cannot send our collaborators for long term training.	5	52	103	23	183	2.7	28.4	56.3	12.6	100,0
83	We want to determine the goals and the methods of training.	-	18	128	27	173	-	10.4	74.0	15.6	100,0
84	Combination of different learning methods could be an acceptable way to organize training for our collaborators.	1	3	146	28	178	.6	1.7	82.0	15.7	100,0
85	We prefer that the trainer/consultant comes to our organisation.	5	29	109	38	181	2.8	16.0	60.2	21.0	100,0
86	The number or the quality of computers is not going to be a problem for increasing training by using methods of e-learning.	15	32	102	30	179	8.4	17.9	57.0	16.8	100,0

Question Subjects that would be most important for our organisation are...	Numerical			Percentage		
	no	yes	total	no	yes	total
88 Management	43	115	158	27.2	72.8	100,0
89 Leadership	42	111	153	27.5	72.5	100,0
90 Strategic planning	39	115	154	25.3	74.7	100,0
91 Task specific vocational training	34	114	148	23.0	77.0	100,0
92 General training related to our field of work	34	120	154	22.1	77.9	100,0
93 Organisational development	50	96	146	34.2	65.8	100,0
94 Changing operational environment	71	63	134	53.0	47.0	100,0
95 Human resources management	53	97	150	35.3	64.7	100,0
96 Informatics'	60	84	144	41.7	58.3	100,0
97 Social audit	77	63	140	55.0	45.0	100,0
98 Financing / access to financing supports	51	93	144	35.4	64.6	100,0
99 Social marketing	55	95	150	36.7	63.3	100,0
100 Project management	41	107	148	27.7	72.3	100,0
101 Team and networking	47	85	132	35.6	64.4	100,0
102 Negotiation and mediation	58	79	137	42.3	57.7	100,0
103 Development needs diagnosis	62	79	141	32.0	61.0	100,0
104 Social economy	57	85	142	40.1	59.9	100,0
105 Social competences and conflict management	40	104	100	27.8	72.2	100,0

Interactive Graphs

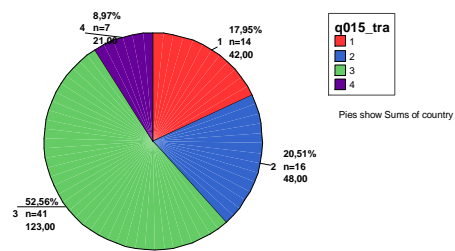
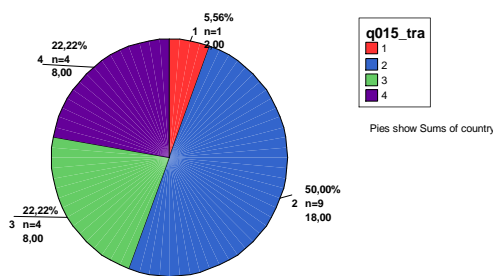
Our organisation...

(15)...works in a very traditional field.



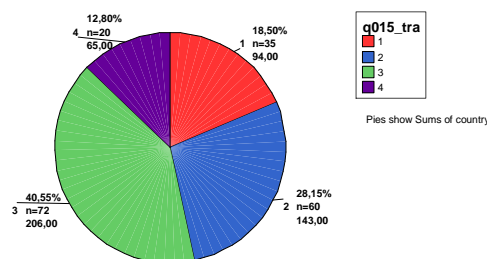
Portugal

Austria



Latvia

Turkey

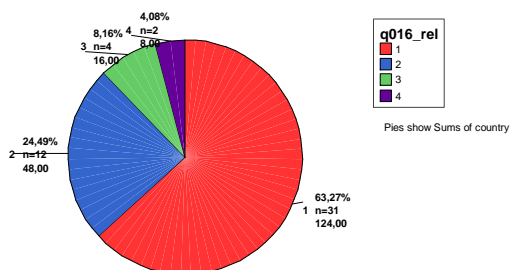


All partner countries

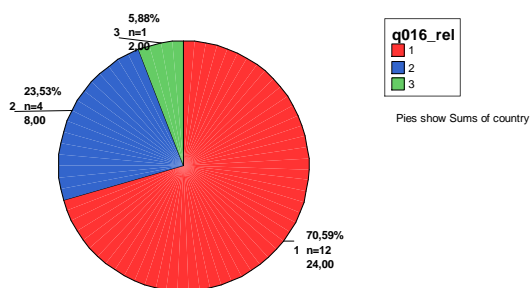


Our organisation...

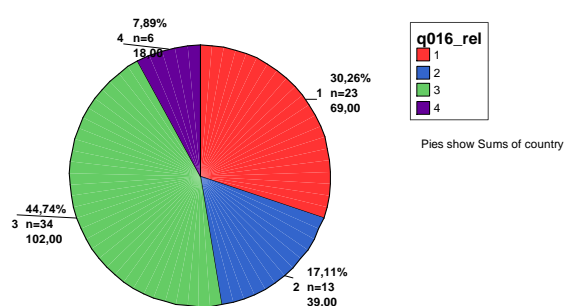
(16)...is supported on the religious social tradition



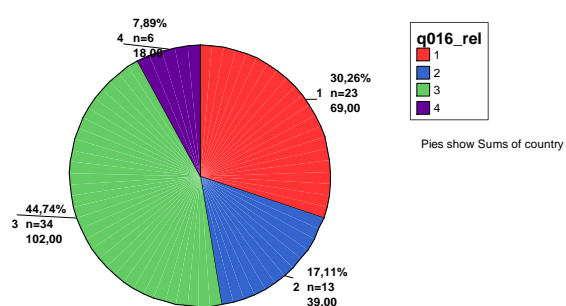
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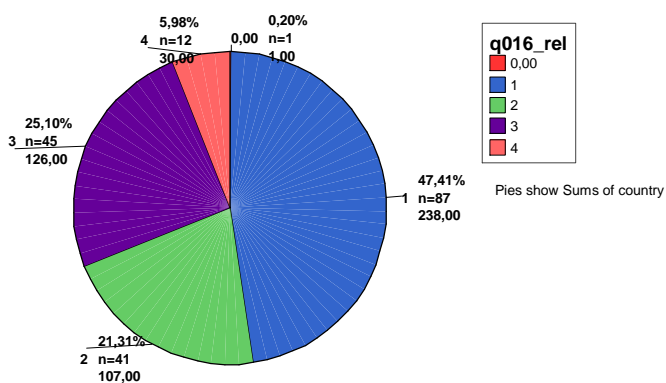
Austria



Latvia



Turkey

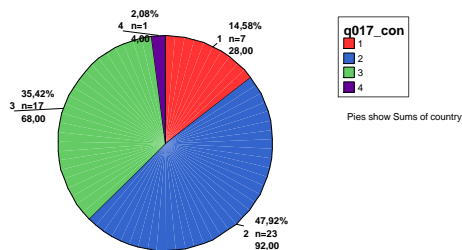


All partner countries

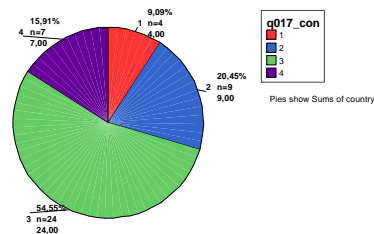


Our organisation...

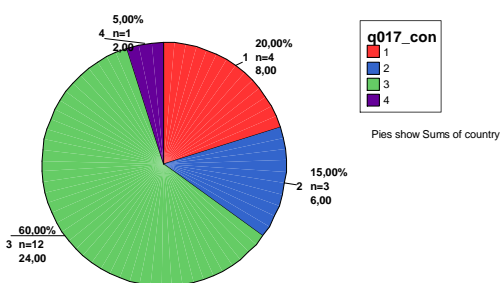
(17)... is concentrated into a restricted field of products/services



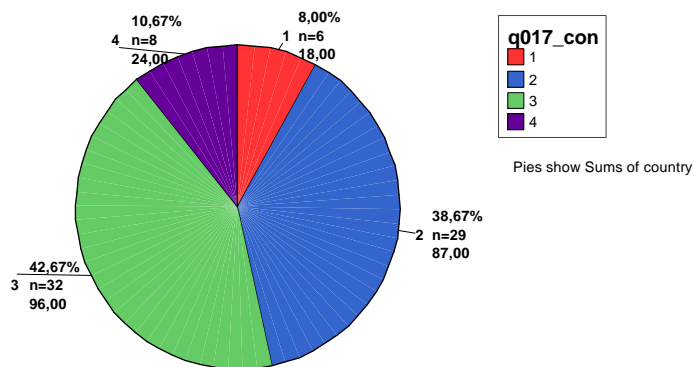
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Austria



Latvia

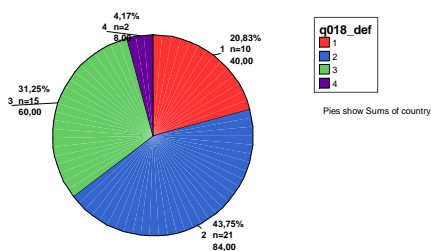


Turkey

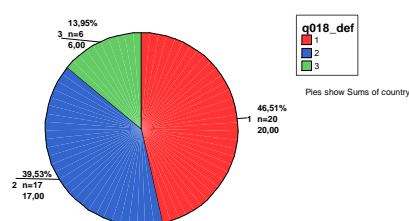
All partner countries

Our organisation...

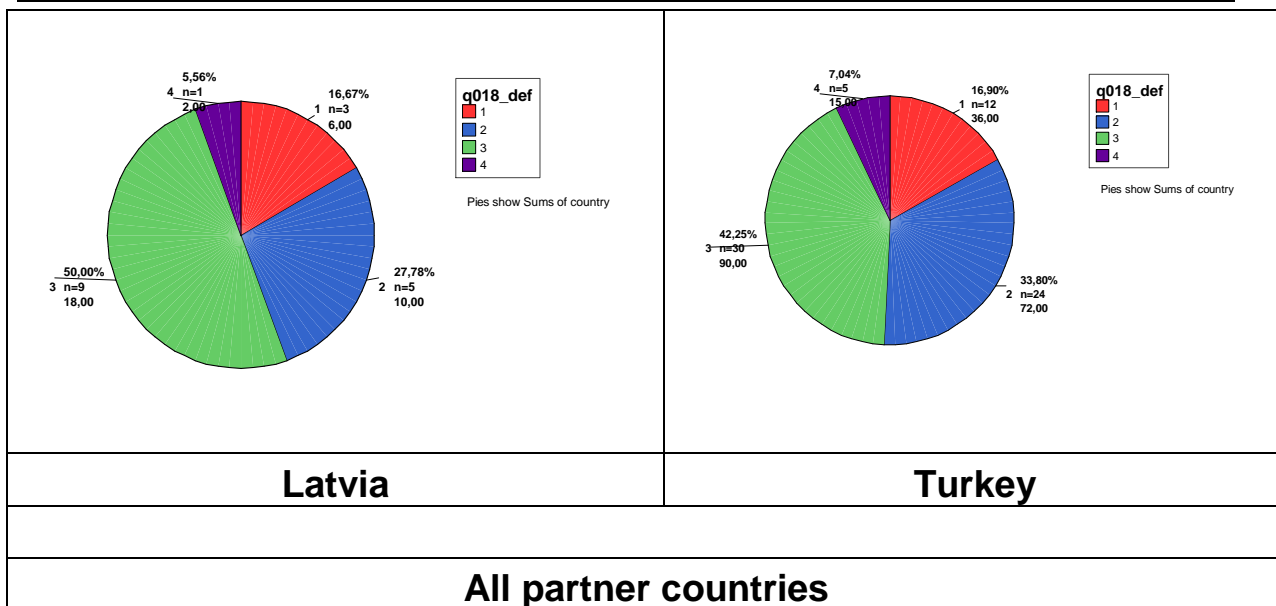
(18)...presents deficit on initiative capacity at some intervention areas



Portugal

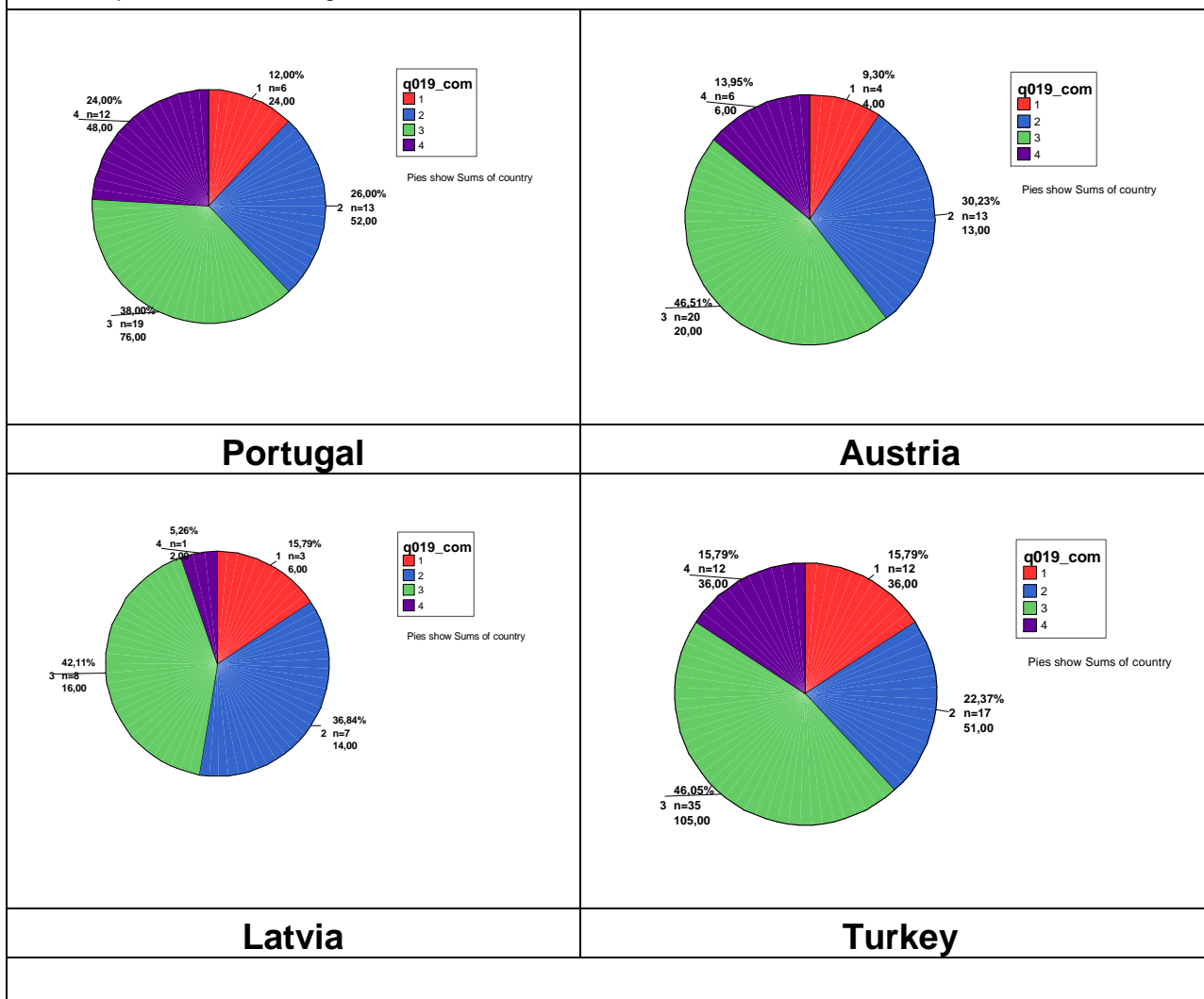


Austria



Our organisation...

(19)...competes with other organisations

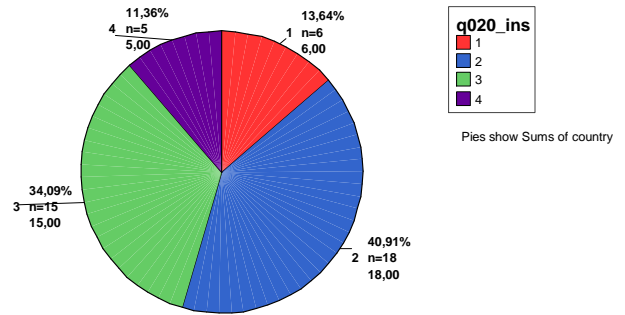
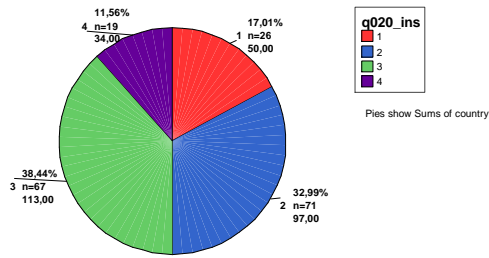




All partner countries

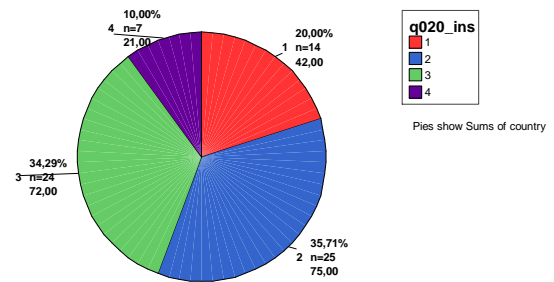
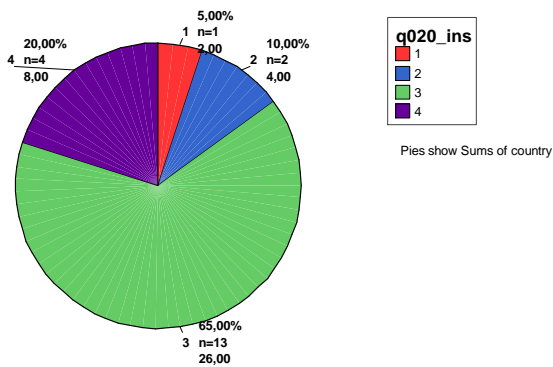
Our organisation...

(20)...has a chronicle resources instability



Portugal

Austria



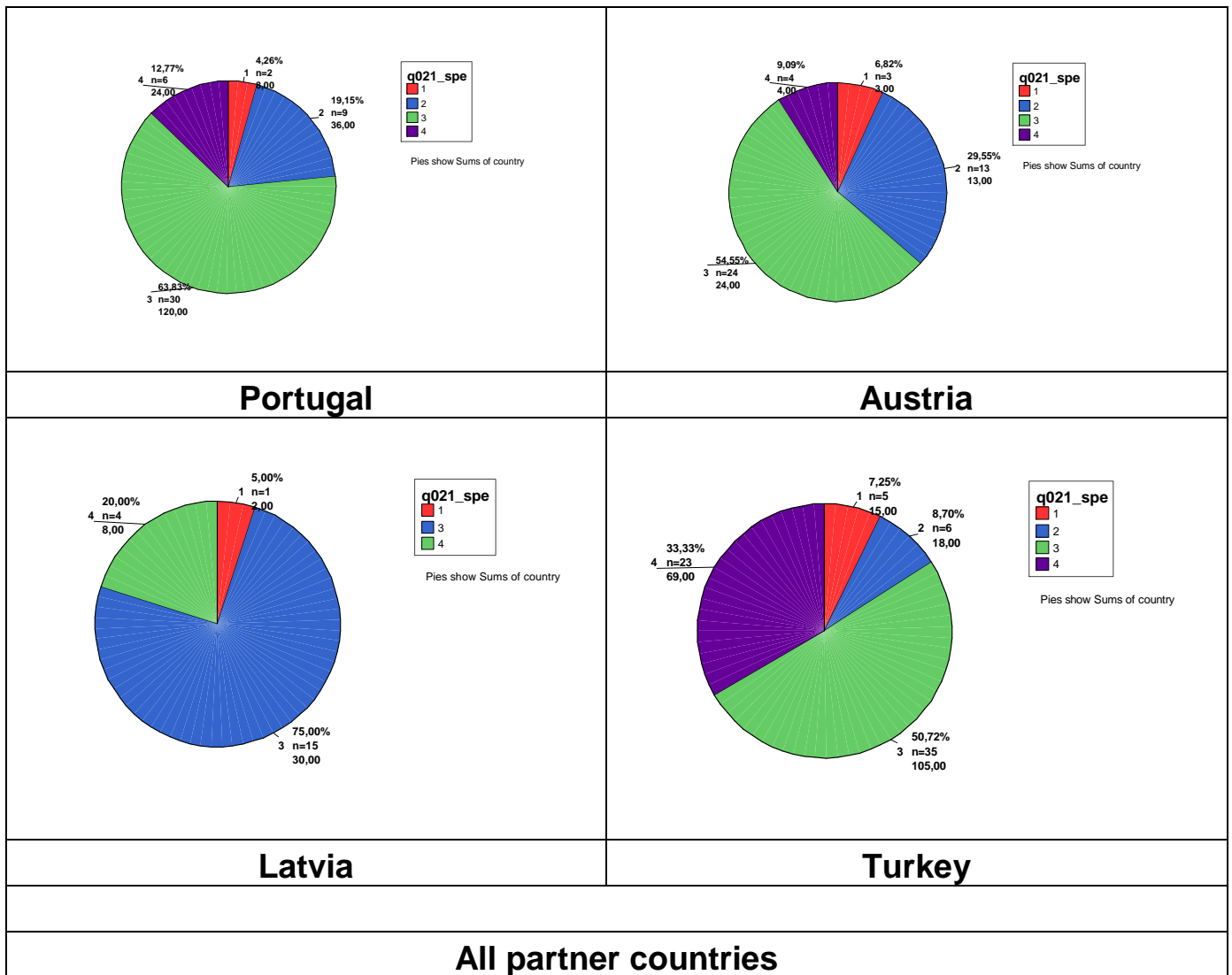
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Turkey

All partner countries

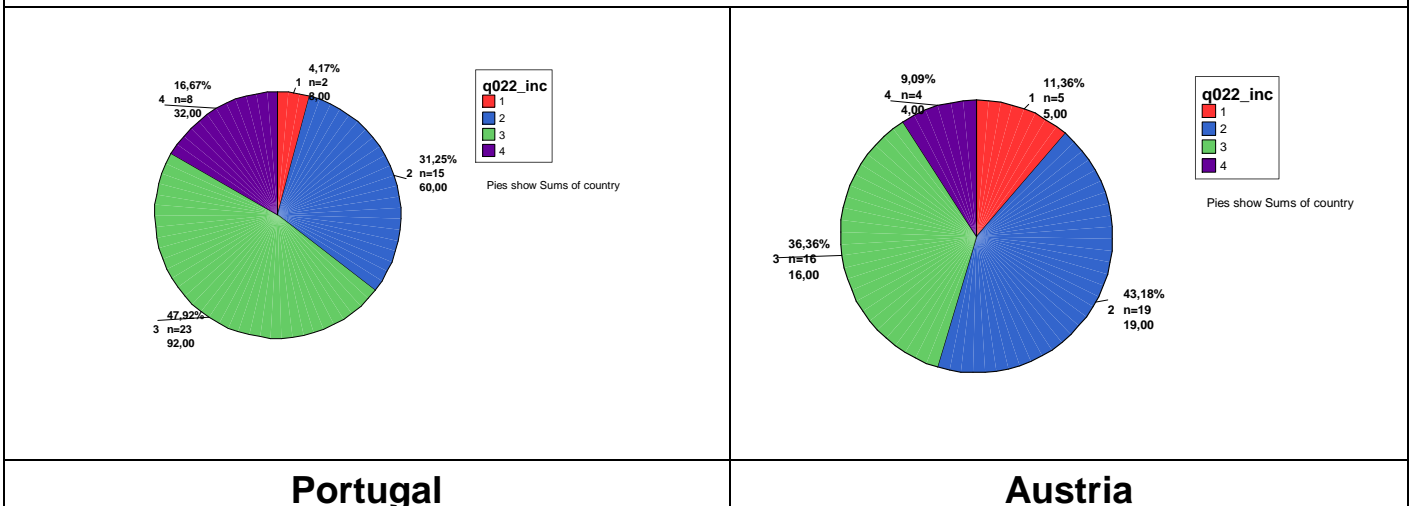
Our organisation...

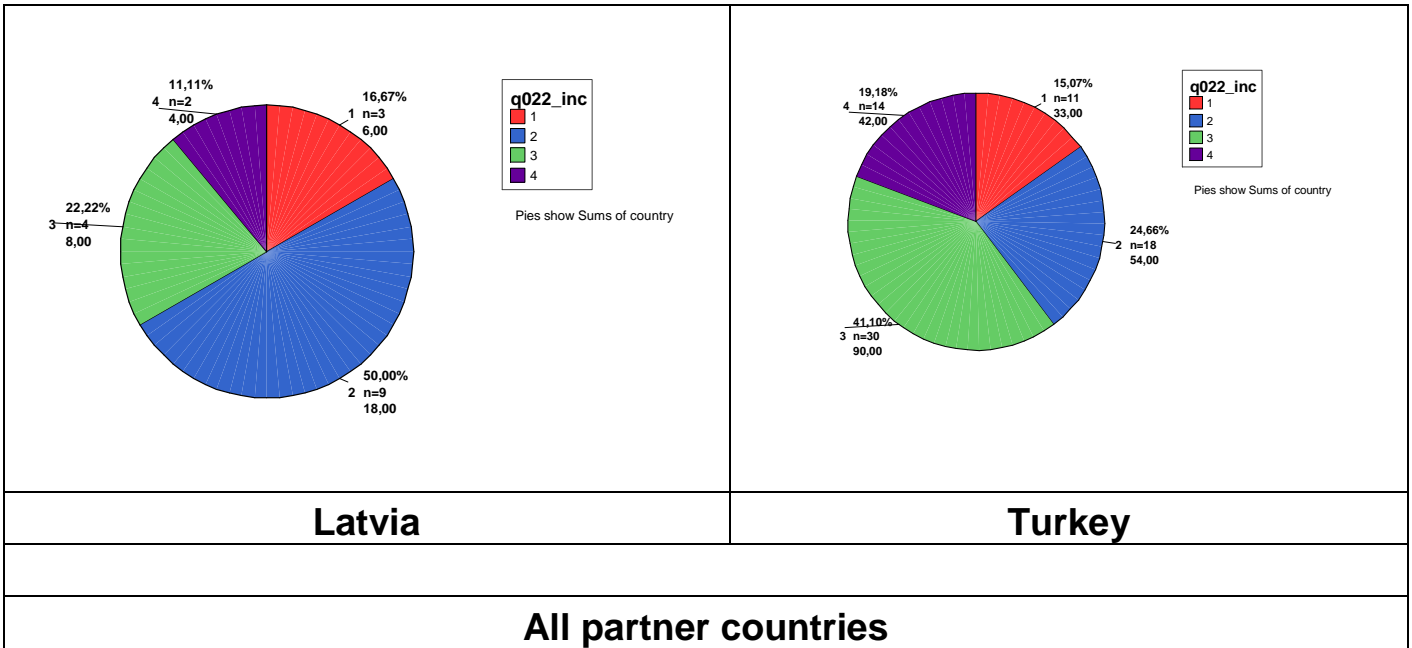
(21)...has specialized in a specific kind of services/products



Our organisation...

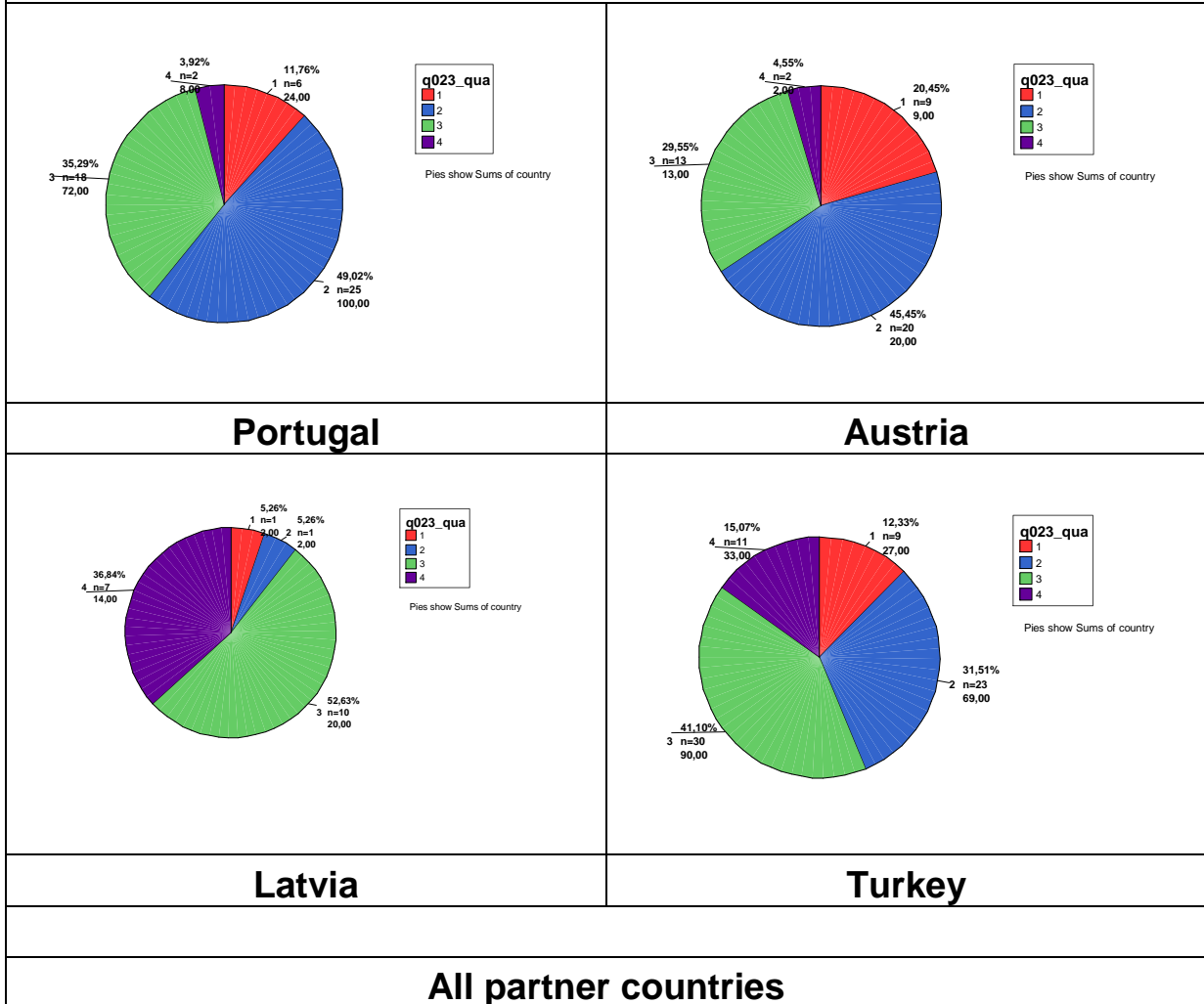
(22)...has met increasing competition in recent years





Our organisation...

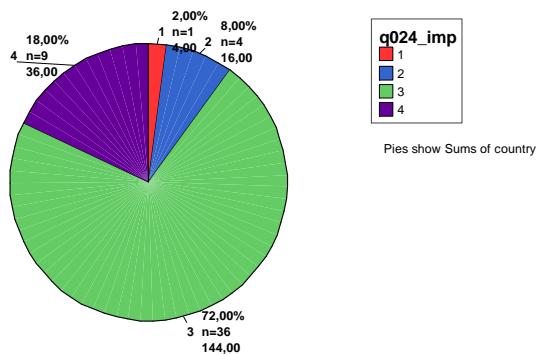
(23)...has difficulties in finding qualified personnel (both paid and volunteers)



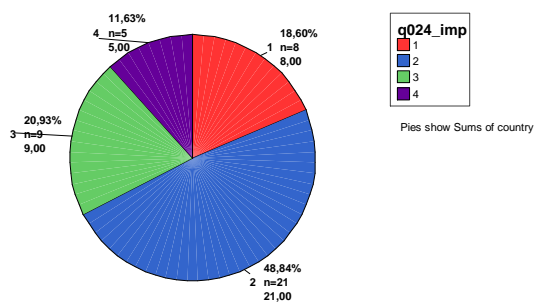


Our organisation...

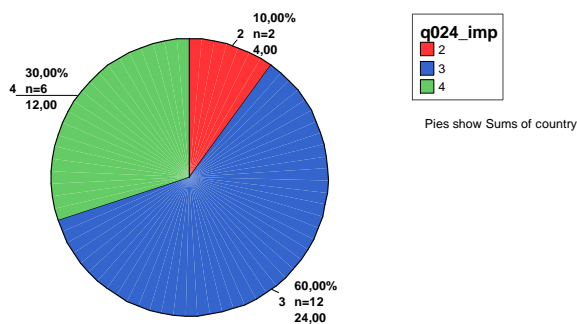
(24)...needs to improve the competence of its collaborators



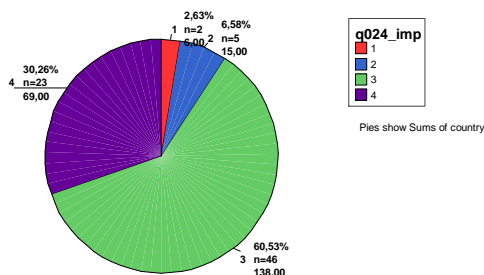
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Austria



Latvia

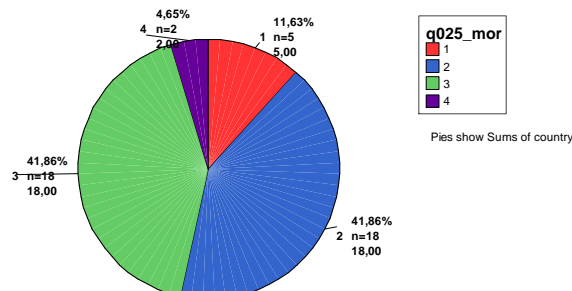
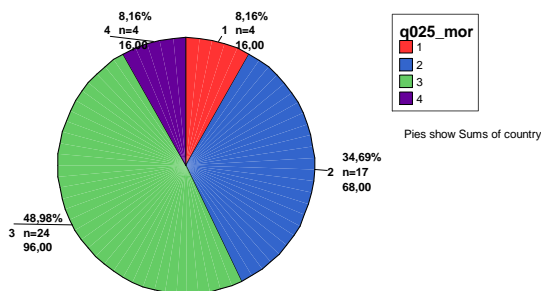


Turkey

All partner countries

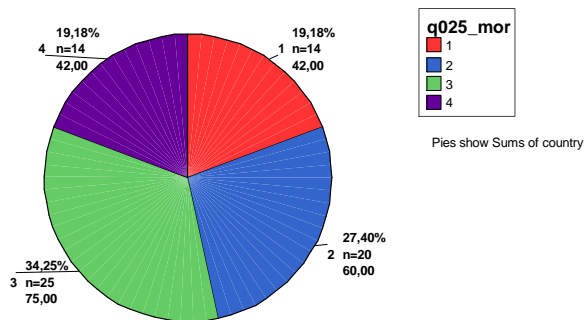
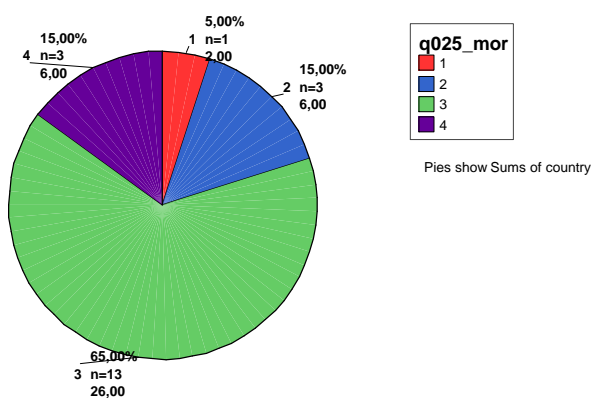
Our organisation...

(25)...is possibly going to employ more people within 3 years.



Portugal

Austria



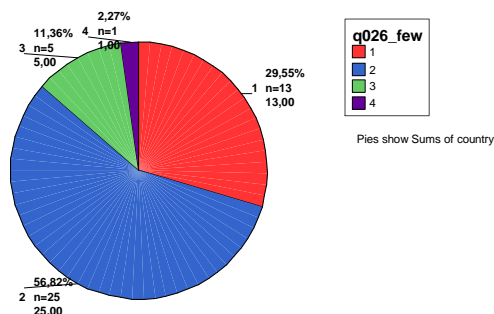
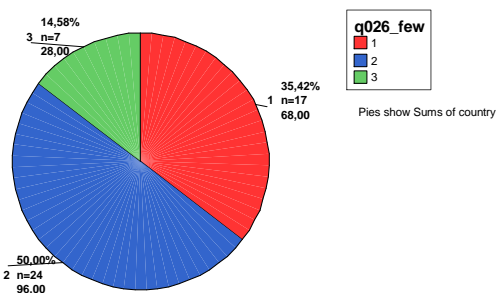
Latvia

Turkey

All partner countries

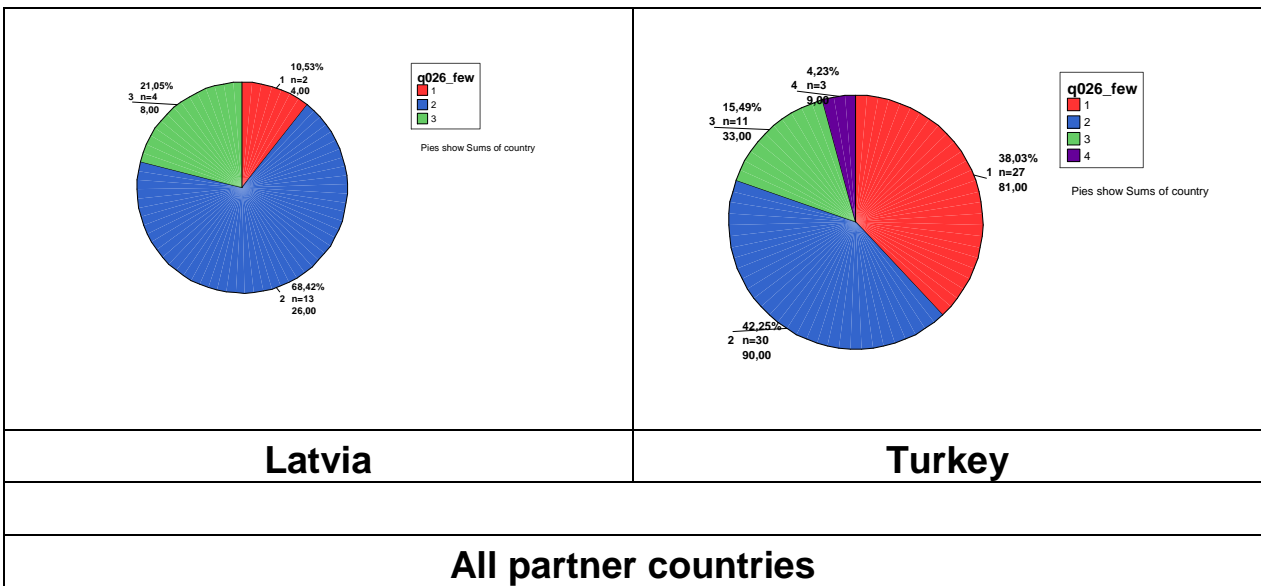
Our organisation...

(26)...is probably going to have fewer employees within 3 years.



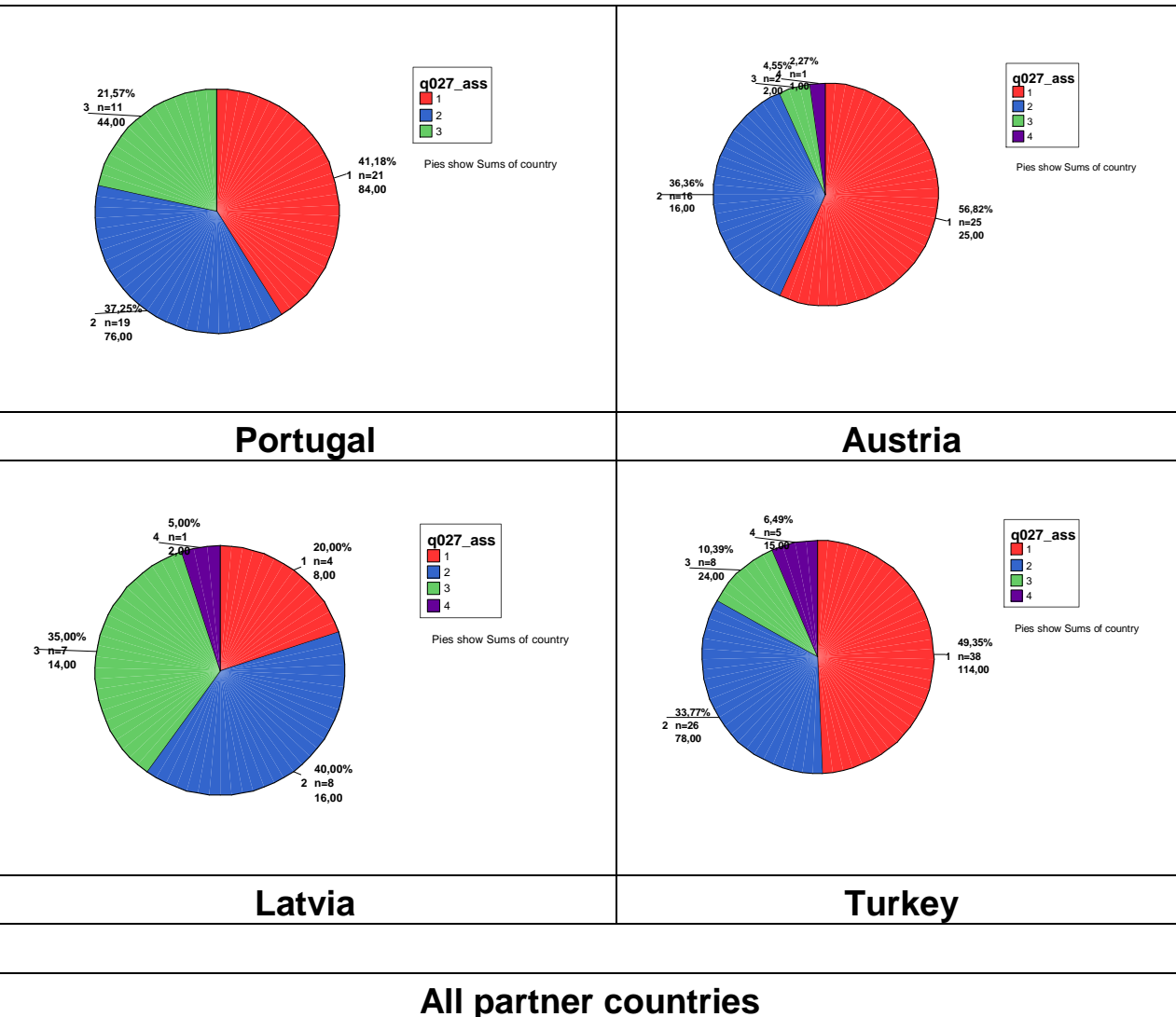
Portugal

Austria



Our organisation...

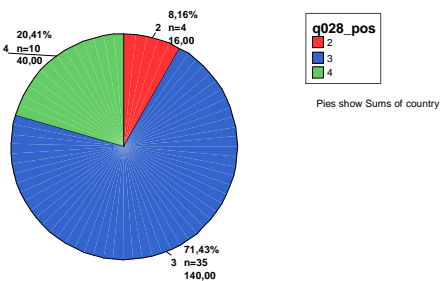
(27)...has a weak associative spirit



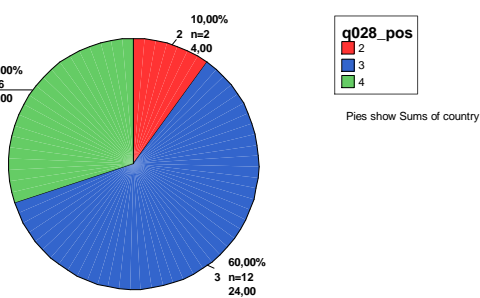


Our organisation...

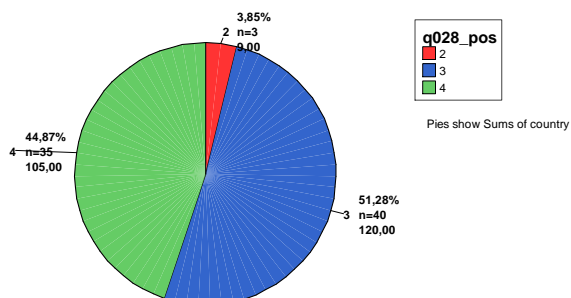
(28)...has mostly positive expectations for future



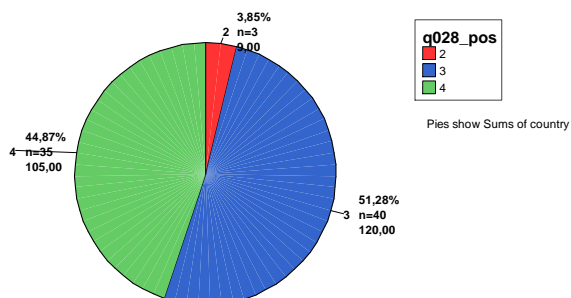
Portugal



Austria



Latvia

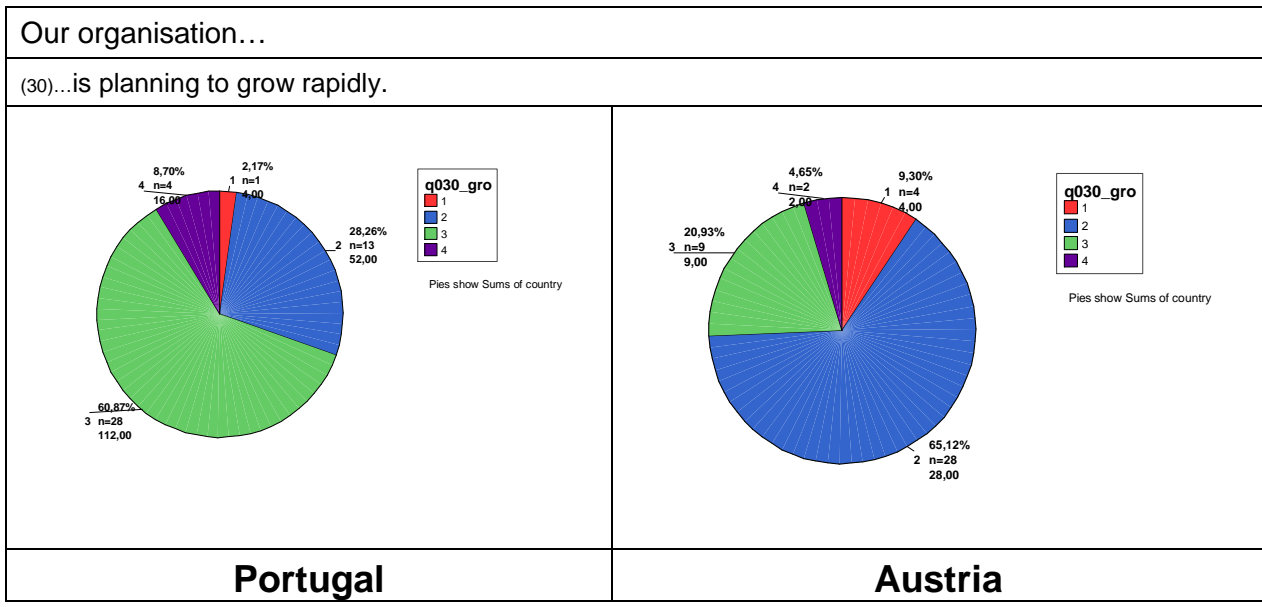
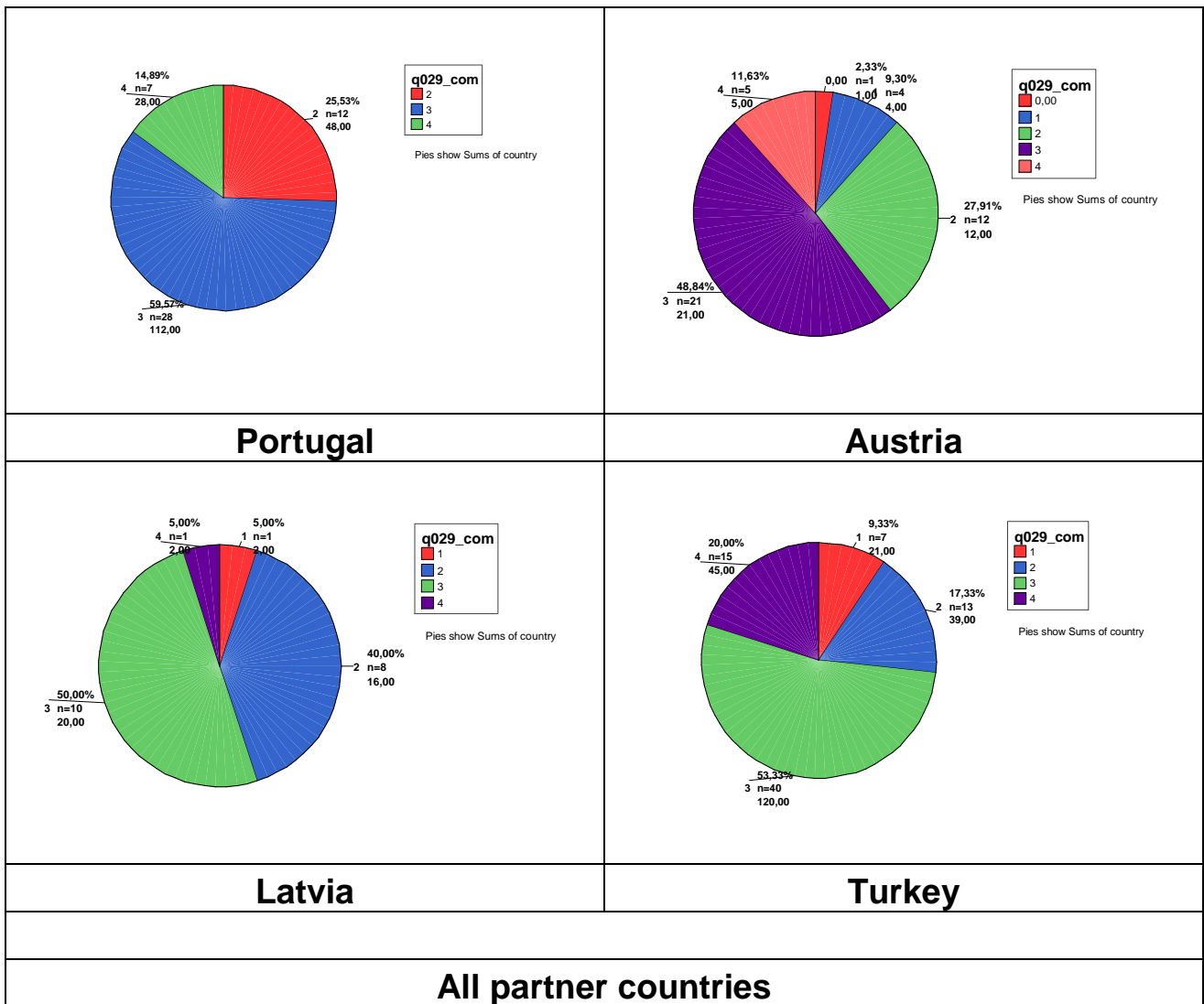


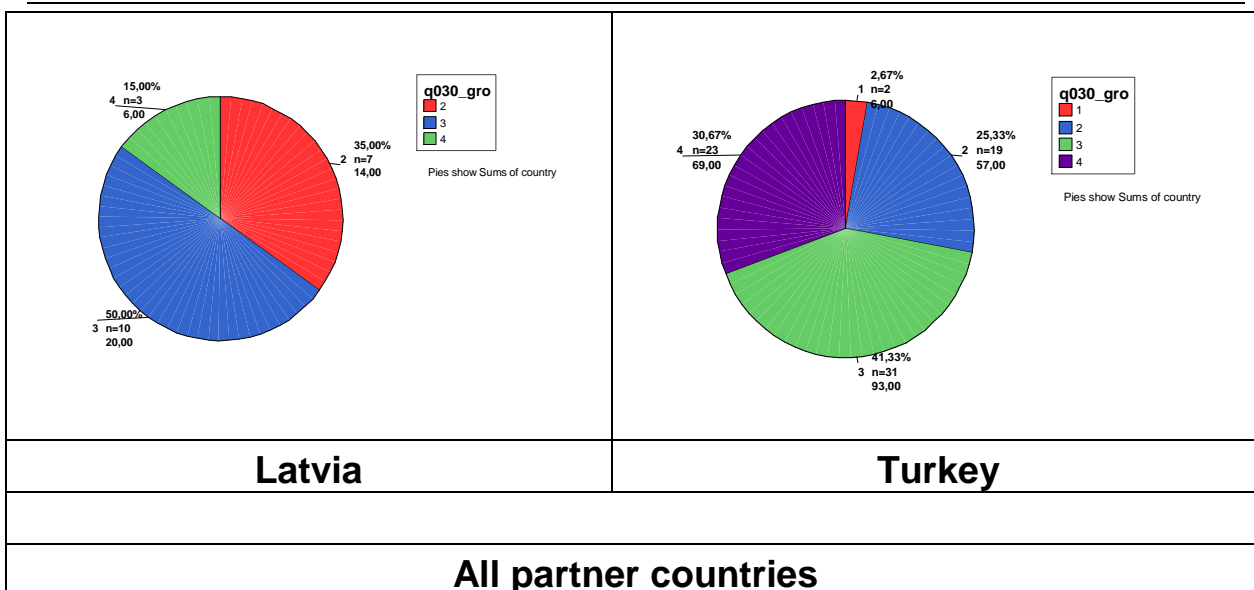
Turkey

All partner countries

Our organisation...

(29)...believes that the competition will get harder within few years





Latvia

Turkey

All partner countries

ANNEX H

Questionnaire in english language



t s e s m e

Questionnaire

for the TSESME project

We ask you to kindly fill in the attached questionnaire. Your opinion and knowledge are important for us as we develop tools for the assessment of training needs in small and micro enterprises within social economy.

Answering the questions will take about 10 – 15 minutes. Filling in the questionnaire requires mostly choosing between four options (“completely disagree”, “disagree”, “agree”; “completely agree”) or between “Yes” and “No”.

Some information about the TSESME project is presented in the text box below.



Innovative

Vocational Training Approaches

In Social Economy

Small and Micro Enterprises

Life long learning and vocational training are the most important indicators for innovation and development processes and the motor in the European economy. Vocational training provides a competitive advantage to organisations, while simultaneously raises the human capital of the individual employee.

TSESME focuses on the specific situation of the small and micro organisations of the social economy sector, where vocational training needs are investigated insufficiently and there is lack of resources for planning vocational training actions.

The *TSESME* project aims at providing innovative and adoptable tools for the assessment of training needs and guidelines for the implementation of vocational training programmes particularly in small and micro organisations. The strategic aim of the project is to improve vocational training situation of social economy organisations which is a key factor of success and important to survive in the globalise economy as well as to accomplish the European social model.

The consortium is composed by four organisations from Portugal, Austria, Latvia and Turkey, diversified in geographical terms and type of organisations as well.

In the short term all participating organisations as well as participating small and micro organisations of social economy will directly profit from instruments and models for a better assessment of learning needs and will also have the opportunity to test those instruments.

More information: www.tsesme.org



A. Background information

(1) Number of employees _____ (2008, in average) (2) Number of volunteers _____ (2008, in average)

(equivalent to full time workers)

(3) Legal status _____ (4) Establishment (year) _____

Revenue (Distribute, please, in terms of % by each option)

(5) Own ___% (6) Fees ___% (7) Philanthropy ___% (8) Government ___% (9) EU funding ___%

(10) Area of Activity (education, health, local development, environment, work integration...) _____

(11) End users (children; youth; senior; unemployed; women; immigrants...) _____

(12) Education of the respondent / (13) function in the organisation
_____ / _____

(14) **When you hear the word “TRAINING” what reminds you of?**

Write down the first words that comes to your mind without thinking too much (one word by line)

Background statements. Please read the following statements and answer by ticking a box that corresponds to your opinion.

If you are not able to make a choice between the four options (completely disagree; disagree; agree; completely agree), do not answer the question at all.



Our organisation...

	Completely disagree	Disagree	Agree	Completely Agree
(15)...works in a very traditional field.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(16)...is supported on the religious social tradition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(17)... is concentrated into a restricted field of products/services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(18)...presents deficit on initiative capacity at some intervention areas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(19)...competes with other organisations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(20)...has a chronicle resources instability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(21)...has specialized in a specific kind of services/products	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(22)...has met increasing competition in recent years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(23)...has difficulties in finding qualified personnel (both paid and volunteers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(24)...needs to improve the competence of its collaborators	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(25)...is possibly going to employ more people within 3 years.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(26)...is probably going to have fewer employees within 3 years.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Our organisation...	Completely disagree	Disagree	Agree	Completely Agree
(27)...has a weak associative spirit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(28)...has mostly positive expectations for future	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(29)...believes that the competition will get harder within few years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(30)...is planning to grow rapidly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(31)...is well prepared for the future developments.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(32)...relies on its flexibility in case of unexpected changes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(33)...has been actively networking with local organisations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(34)...has been actively networking with foreign organisations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(35)...has made some strategic long-term planning.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(36)...has comprehensive strategic plans for the future development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(37)...offers regular training for the collaborators	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(38)...has clearly defined its target groups into the social market	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(39)...has reorganized its organisation structure within past 2 years.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(40)...is going to reorganize its organisation structure within 2 years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(41)... has difficulties for combining managerial competencies with its social mission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(42)...presents a clear commercial strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

B. Impressions of the education and training services available to you

Please read the following statements and answer by ticking a box that corresponds to your opinion. If you are not able to make a choice between the four options (completely disagree; disagree; agree; completely agree) do not answer the question at all.

Availability of training

	Completely disagree	Disagree	Agree	Completely Agree
(43) Appropriate training cannot be found for our organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(44) The local training providers are able to offer the training we need	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(45) We never need to purchase training services for our collaborators	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(46) The needs of our organisation are too specific for training providers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- | | | | | |
|--------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| (47) I am happy with the supply of training in my region. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (48) We prefer national or international instead of regional training services | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (49) We use partly regional and partly (inter)national training services. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (50) We do not use any training services | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Quality of training

- | | Completely disagree | Disagree | Agree | Completely Agree |
|-----------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| (51) The availability of relevant training is good | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (52) The offered training is usually too general | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (53) The offered training does not meet our needs. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (54) The training should be tailored to meet our needs | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (55) We have some bad experiences concerning the training. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (56) The training organisations do not understand our needs | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (57) The training organisations are not flexible enough | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (58) The training organisations do not have sufficient expertise to offer us the type of training that we need. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Costs of training

- | | Completely disagree | Disagree | Agree | Completely Agree |
|-----------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| (59) Vocational training is too expensive for our organisation | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (60) Management training is too expensive for our organisation. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (61) Training is a good investment for the future | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (62) Trained collaborators might too easily go to other organisations | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (63) Training would take too much time from the daily routines. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (64) Training is not worth the money required. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (65) The benefits of training are insecure and difficult to predict. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (66) We have obtained public funding for training our personnel | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (67) We could obtain public funding for training our personnel. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (68) Lack of public funding prevents us from training our personnel. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Need of training

	Completely disagree	Disagree	Agree	Completely Agree
(69) We have not had any training during the past 12 months	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(70) We do not plan any training for the next 12 months	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(71) Our organisation does not need any training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(72) Our collaborators do not want any training.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(73) Our collaborators would not appreciate training.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(74) We encourage our collaborators to educate themselves	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(75) Our collaborators do not want training on their free time.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(76) Our collaborators have a sufficient training for their duties.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Organisation of training

	Completely disagree	Disagree	Agree	Completely Agree
(77) We prefer very task specific, short-term training.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(78) The training should always take place on free time.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(79) Due to lack of time we can not train our personnel.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(80) We give our collaborators all the necessary training by ourselves	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(81) E-learning is/could be a good solution for our collaborators	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(82) We cannot send our collaborators for long term training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(83) We want to determine the goals and the methods of training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(84) Combination of different learning methods could be an acceptable way to organize training for our collaborators	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(85) We prefer that the trainer/consultant comes to our organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(86) The number or the quality of computers is not going to be a problem for increasing training by using methods of e-learning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Content of training

Subjects that would be most important for our organisation are...	No	Yes
(87) No training is required (if yes, you may skip the following options)	<input type="checkbox"/>	<input type="checkbox"/>
(88) Management	<input type="checkbox"/>	<input type="checkbox"/>
(89) Leadership	<input type="checkbox"/>	<input type="checkbox"/>
(90) Strategic planning	<input type="checkbox"/>	<input type="checkbox"/>
(91) Task specific vocational training	<input type="checkbox"/>	<input type="checkbox"/>
(92) General training related to our field of work	<input type="checkbox"/>	<input type="checkbox"/>
(93) Organisational Development	<input type="checkbox"/>	<input type="checkbox"/>
(94) Changing operational environment	<input type="checkbox"/>	<input type="checkbox"/>
(95) Human resources management	<input type="checkbox"/>	<input type="checkbox"/>
(96) Informatics'	<input type="checkbox"/>	<input type="checkbox"/>
(97) Social audit	<input type="checkbox"/>	<input type="checkbox"/>
(98) Financing / Access to financing supports	<input type="checkbox"/>	<input type="checkbox"/>
(99) Social marketing	<input type="checkbox"/>	<input type="checkbox"/>
(100) Project management	<input type="checkbox"/>	<input type="checkbox"/>
(101) Team and networking	<input type="checkbox"/>	<input type="checkbox"/>
(102) Negotiation and mediation	<input type="checkbox"/>	<input type="checkbox"/>
103) Development needs diagnosis	<input type="checkbox"/>	<input type="checkbox"/>
(104) Social economy	<input type="checkbox"/>	<input type="checkbox"/>
(105) Social competences and conflict management	<input type="checkbox"/>	<input type="checkbox"/>
(106) Other (specify) _____	<input type="checkbox"/>	<input type="checkbox"/>

C. Further comments on training your collaborators

1. Please tell us about your experience concerning training.

a) Think on the best experience in training you had recently. Why was it the best?

b) Think now the worst experience in training you had recently. Why was it the worst?

2. Option for national extra question(s) (delete if not necessary)

D. Further cooperation with the *TSESME* project

Would you and your organisation have interest towards further cooperation with the *TSESME* project? The cooperation process is expected to create a win-win situation. We would benefit from your opinions and expertise on your own field and you would get a thorough analysis of your training needs.

	Yes	No
(107) I am interested in cooperation with the TSESME project	<input type="checkbox"/>	<input type="checkbox"/>

If you answered yes, please give us your contact information:

Name of the organisation: _____

Contact person: _____

Address: _____

Telephone and e-mail: _____

You can read more about the TSESME project on the covering note of this questionnaire and using the internet page www.tsesme.org

THANK YOU FOR YOUR COOPERATION!



ANNEX I

Organisations available to further cooperation with TSESME

WP2: Companies interested in further cooperation, by country

Portugal Total: 52 (31 Further cooperation, see below)

No.	Company name	Contact person	Town
1	Sociedade Filarmónica Incrível Almadense	Henrique Santos	Almada
2	Jardim Escola Natel	Elisiário Amorim	Cova da Piedade
3	Associação de Artesanato Artesãos Natos	Sónia Dias	Cova da Piedade
4	Clube de Caçadores dos Orvalhos	António Pinto da Silva	Almada
5	Universidade Senior de Almada	Jerónimo de Matos	Almada
6	Fábrica da Igreja Paroquial de Val Sumo	José Pereira	Santa Catarina da Serra
7	Associação de Agentes Funerários do Centro	Patrícia Lopes	Leiria
8	Escola Profissional Cândido Guerreiro	Teresa Cabrita	Alte
9	Know How aprender a brincar Associação de Solidariedade Social	Maria João Lopo de Carvalho	Lisboa
10	União das Misericórdias Portuguesas	Glória Miranda	Lisboa
11	ADER-SOUSA – Associação de Desenvolvimento Rural das Terras de Sousa	Barbieri Cardoso	Felgueiras
12	ADD – Associação de Desenvolvimento do Dão	Emanuel Ribeiro	Penalva do Castelo



No.	Company name	Contact person	Town
13	Associação Teatro Construção	Francisco Melo	Joane
14	ADERES – Associação de Desenvolvimento Rural Estrela-Sul	José Reis	Cortes do Meio
15	TRILHO – Associação para o Desenvolvimento Rural	Florence Melen	Évora
16	UDIPSS-PORTO	Carlos Azevedo	Porto
17	ADRAMA – Associação para o Desenv. Da RAM	Regina Ribeiro	São Vicente
18	Universidade Sénior de Évora	Maria de Jesus Graça Florindo	Évora
19	Centro Internacional Ténis de Leiria	Ana Rita Roda	Azabucho
20	Douro Superior Associação de Desenvolvimento	Ilídio Mesquita	Torre de Moncorvo
21	Associação Douro Histórico	Manuela Pires	Sabrosa
22	Esdime - Agência para o Desenvolvimento Local no Alentejo Sudoeste, Crl	Isabel Benedito	Messejana
23	CoraNe – Associação de Desenvolvimento dos Concelhos da Raia Nordestina	Luisa Esteves Pires Pequito	Bragança
24	Companhia de Dança de Almada	Maria Franco	Almada
25	Associação Para a Educação e Reabilitação de Crianças Inadaptadas de Mafra - APERCIM	Luísa Roque	Mafra



No.	Company name	Contact person	Town
26	ENIGMA (associação de solidariedade social)	Manuel Silva Veloso	Maia
27	ADRL – Associação de Desenvolvimento Rural de Lafões	Maria do Carmo Bica	Vouzela
28	Casa de Repouso Lar Vale de Lobos	Marta Dias	Vale de Lobos
29	Associação para o Desenvolvimento Social Da Loureira	Jorge Gameiro	Santa Catarina da Serra
30	ADREPES – Associação para o Desenvolvimento Rural da Península de Setúbal	Manuela Sampaio	Quinta do Anjo
31	Liga dos Amigos da Terceira Idade Os Avos	Ana Filipa Silva	Sintra

**Austria Total: 44 (16 Further cooperation, see below)**

No.	Company name	Contact person	Town
1	WUS	Clemens Juriga	Graz
2	RMO	Christian Fraißler-Simm	Großwilfersdorf
3	Qualifizierungsagentur Oststeiermark	Roswitha Rath	Fehring
4	Schuldnerberatung Steiermark GmbH	Christof Lösch	Graz
5	Institut für Sozialdienste Bregenz	Peter Kopf	Bregenz
6	VSG - Verein für Sozialprävention und Gemeinwesenarbeit	Susanna Rothmayer	Linz
7	Verein Arbeit und Lernen Oberes Mühlviertel	Bernhard Enzenhofer	Aigen
8	Migrare	Magdalena Danner	Linz
9	Helpinghands	Daniela Grabovac	Graz
10	Sale	Annette Schwarhofer	Graz
11	Ökonetz Steiermark-Süd	Alexander Stiasny	Straden
12	weltmenschverein.net	Josef Schelling	Graz
13	4everyoung.at	Sonja Mitsche	Klagenfurt
14	akademiker BILDUNG steiermark	Bettina Stein	Graz
15	WEIZ	Claudia Krobath	Weiz
16	Eltern-Kind Zentrum Gleisdorf	Ulrike Tavs	Gleisdorf



Latvia Total: 20 (16 Further cooperation, see below)

No.	Company name	Contact person	Town
1	Latvijas Sarkanais Krusts, Tukuma komiteja	Gunta Neilande	Tukums
2	Madonas NVO atbalsta centrs	Raita Sondore	Madona
3	Latvijas Lauku sieviešu apvienība	Rasma Freimane	Rīga
4	Jaunatnes līderu koalīcija	Inese Šubēvica	Tukums
5	Zantes audžuģimeņu biedrība „Pīlādzītis”	Aija Švāne	Zante
6	Tēvzemes Daugavas vanagi Tukuma nodaļa	Rīta Stepiņa	Tukums
7	<u>Biedrība cilvēku ar īpašām vajadzībām un viņu piederīgo atbalstam DŽĪVESSPĒKS</u>	Liāna Lunte	Ādaži
8	Biedrība „Fenikss SI”	Ingrīda Rudzīte	Tukums
9	RED – Radošu Efektu Darbnīca	Sintija Lase	Sausnējas
10	Asociācija „Dzīvesprieks”	Edijs Pētersons	Vāne
11	Biedrība „Jaunpils RAC „RAC””	Andra Ķergalve	Jaunpils
12	Biedrība „Upe 8”	Vija Zīverte	Jaunpils
13	Ģimeņu biedrība „LOKS”	Ārija Martukāne	Lestene
14	Tukuma pensionāru biedrība	Jānis Kotāns	Tukums
15	Sieviešu invalīdu biedrība „Aspazija”	Gunta Klaviņa	Tukums

**Turkey Total: 81 (38 Further cooperation, see below)**

No.	Company name	Contact person	Town
1	Esnaf Kredi Koop.	Şahap Ordu	Diyarbakır
2	Diyarbakır Eğitimciler Derneği	ŞÜkrü Güler	Diyarbakır
3	Diyarbakır Emlak komisyoncuları ve Müşavirleri Derneği	Musatafa Koç	Diyarbakır
4	Lokantacılar Odası	Ali Kaya Keleş	Amasya
5	Keçiören Eğitim ve Araştırma Hastahanesi	Okhan Akın	Ankara
6	Samsun Sosyal Demokratlar Derneği	Nejdet Baş	Samsun
7	Mavi Umut derneği	Erkan Çapraz	Hakkari
8	Görsel Sanatlar Eğitimi	Vedat Özsoy	Ankara
9	Afyonkarahisar ve ilçeleri Dayanışma Derneği	Mehmet Parsak	Ankara
10	Amasya esnaf ve sanatkarlar Odaları birliği	Hatay Kahraman	Amasya
11	Makina Mühendisleri Odası Amasya il temsilciliği	Bilal Mert Erzene	Amasya
12	Amasya Ziraat Odası başkanlığı	Mehmet Baş	Amasya
13	Amasya mimarlar Odası	Hüsamettin Seçilmiş	Amasya
14	Mesane Kadın girişimciler kooperatifi	Sema Gürsoy	Ankara
15	Vakıflar Genel Müdürlüğü Personeli Emeklilik ve Sosyal Yardım Vakfı	Beşir Yılmaz	Ankara
16	Ankara Gölbaşı Karma Esnaf Ve Sanatkarlar Odası	Nurcan Aksakal	Ankara
17	Kadın Girişimciler Ve Kültür Derneği	Nigar BORA	Samsun
18	Atatürkçü Düşünce Derneği	Mehmet KURAL	Antalya
19	Antalya Ticaret Ve Sanayi Odası Serik	Hasan Gümüş	Antalya



	Şubesi		
20	Belediye Çalışanları Derneği	Şiyar Nezan	Diyarbakır
21	Eski Yörükler Kültür Ve Dayanışma Derneği	Kadir Yörük	Antalya
22	Karakoyunlu Yörükleri Kültür Ve Dayanışma Derneği	Nasuh Kır	Antalya
23	Serik Karadenizliler Kültür Ve Dayanışma Derneği	Murat Tonbul	Antalya
24	Dost Eli Konya Gıda Bankası Yard. Ve Dayn. Derneği	Uğur Balkı	Konya
25	Kız Teknik Öğretmenler Derneği	Fatma Öztürk	Ankara
26	TÜRKİYE TRAFİK GÜVENLİĞİ VAKFI	H. Ergün Günan	İzmir
27	Nevşehir Ürgüp Akköylüler Dayanışma Ve Yard. Derneği	Yaşar Altun	Ankara
28	ŞEREFLİKOÇHISAR TİCARET ODASI	Yavuz Kılıçarslan	Ankara
29	ŞEREFLİKOÇHISAR KIZILAY ŞUBESİ	Sinan Eroğlu	Ankara
30	ŞEREFLİKOÇHISAR ATATÜRKÇÜ DÜŞÜNCE DERNEĞİ	Keramettin Demirel	Ankara
31	Ordu İl Sanayi Ve Ticaret Müdürlüğü	Muammer Cin	Ordu
32	KOSGEB ORDU İGEM MÜD	İbrahim Ustaömer	Ordu
33	Isparta Gazeteciler Cemiyeti	Isparta Gazeteciler Cemiyeti	Isparta
34	EĞİTİM SEN	Erol Kökten	Isparta
35	T.DERİ SANAYİİ İŞVERENLERİ SENDİKASI	S.Gülşah Ertürk	İstanbul
36	Türk Hemşireler Derneği Erzurum Şubesi	Serap Sokmen	Erzurum
37	Yenişehir Bedensel Ve Zihinsel Engelliler Derneği	Harun Sak	Bursa
38	Eğitim Derneği	Burcu Gök	Ankara