



A Survey of Entrepreneurs Aged 55+ in Latvia, Lithuania and Poland: The Main Results and Lessons from Germany

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Baltic Sea Region
Programme 2007-2013

Part-financed by the European Union
(European Regional Development Fund)

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Publication Date: 11.04.2012

This report has been produced within Work Package 4 of the EU-funded project Best Agers.

The project is part-financed by the European Regional Development Fund (ERDF) through the Baltic Sea Region Programme 2007-2013

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Introduction

Through extensive working experience, many Best Agers (55 +) have acquired valuable skills in business administration and other professional fields. In order to preserve this expertise for the next generations, it is crucial to identify existing coaching and expert service initiatives or create new ones to make the know-how of retired Best Agers available to SMEs. Some of the activities Best Agers could be involved in are giving advice and mentoring in cases of business succession; supporting SMEs' internationalisation by facilitating contacts with Best Agers from other BSR countries; encouraging and assisting SMEs to employ Best Agers as mentors with special tasks to promote a healthy cross-generational working environment, etc.

The tradition of involving Best Agers in coaching and expert services is more developed in countries like Germany and Denmark than in the new member states, like Poland, Latvia, and Lithuania. Correspondingly, WP4.1. aims to identify the scope and nature of this tradition in Poland, Latvia and Lithuania as well as the main actors involved in such initiatives. It might be assumed that this in turn would help us to understand the concrete starting points for well-directed action in Best Agers' support of SMEs – something that new member countries can also learn from Germany.

This report summarizes the main findings from a survey of Best Ager entrepreneurs (55 years old and over) from Latvia, Lithuania and Poland and presents experience from Germany. The survey was conducted as part of the Best Agers Project (www.best-agers-project.eu). The aim of the survey is to find out what the specific driving forces and obstacles for doing business are, and if there are age-related factors influencing the entrepreneurship process. The survey draws on the methodology developed by the Luleå University of Technology (LTU): up to 20 interviews, with experts interviewed in each country. In the next section the survey results from Latvia, Lithuania and Poland are summarized, whereas Section 3 presents a summary of key suggestions from Germany.

2. Summary of results from Latvia, Lithuania and Poland

After growing up and being educated under the Soviet communist system, where there was no entrepreneurship, no private enterprise and no market economy, Best Agers in Latvia and Lithuania gained their work experience in the conditions of a centrally planned economy. Therefore, there was no opportunity to gain western-style business experience and SMEs have started to exist only during the last 20 years following independence in 1991 from the Russian occupation. However, the SME businesses of the “accidental” entrepreneurs in the early 1990s were primarily opportunistic trading activities using the limited resources available at the time and were focused on short-term survival rather than any longer-term business strategy. Consequently, the number of entrepreneurs who are Best Agers today and still running successful businesses or who have relevant business mentoring skills is very low.

However, because of the emphasis in the Soviet system on science and engineering, Eastern European specialists tend to have good technical knowledge and are often creative and

innovative, though not in the area of business management, finance or marketing, and not in SME specifics, largely because these skills were not part of their higher education or work experience. Scientists and engineers might be good at experimenting and identifying technical solutions, but are unlikely to be business experts or useful SME mentors.

In Poland the situation is similar to that in Latvia and Lithuania because Poland's former communist economic system was based on large state-owned enterprises, collective farms, coal mines, steel works, factories and ship-building plants, employing engineers and specialists with technical knowledge in addition to the general workers. However, there were very limited opportunities to gain business experience and most entrepreneurship today is associated with the younger generation who have been educated according to the principles of a market economy and who are much more likely to be working or have worked for an employer operating according to market economy principles. These two core elements, western-style education and western business practices, are pre-conditions for relevant and useful business skills and experience. In fact, in Eastern Europe, change has been embraced and enabled by younger people, while unwillingness to adapt has been associated with older people. It is more likely that in Eastern Europe the initial goal was to restructure companies away from the old management style and practices, rather than to preserve them.

Besides, during the past 20 years the economies of Eastern Europe have undergone deep changes in methods, technologies, approaches and thinking. As mentioned above, progress and the absorption of western business practices has been led by the younger generation, which is better equipped to adapt and develop in new market economy circumstances than are Best Agers. In many ways the concept of Best Agers as SME mentors in Eastern Europe is a contradiction – on the one hand there was an urge to replace old inefficient production and unproductive services and methods with new ones, which meant closing, replacing, and establishing new systems, facilities and people. In this process older managers and leaders were viewed as a burden in the development process, particularly because of their obsolete experience and difficulties in understanding new approaches and methods. On the other hand, now suddenly Best Ager activities are being required by government policy as a means of keeping older people active and economically productive, in many cases trying artificially to find applications for their out-of-date knowledge.

People who lived their working lives in the Soviet era are often called the lost generation and because of this and the reasons outlined above, Eastern European countries do not have Best Ager activities in business coaching and advising as they do in Western European countries.

As a social phenomenon, in ex-communist countries retirement was a major life-changing point, because retiring from a state-owned enterprise meant a point of no return, with no further professional interest from one's workplace, and the retired person had to accept that their professional career was over. At that point retirement was about leisure and family activities, not new professional activities. There were some opportunities for menial jobs not related to one's education, such as cloakroom attendant, street sweeper or night guard. This has been a strong social phenomenon for decades, deeply rooted in the culture. Ironically, voluntary work was also unknown because the planned economy maintained "full employment", so tasks that would typically be done by volunteers (and often pensioner volunteers) in a market economy were low-paid jobs in Eastern Europe. Illustrating this point is the Lithuanian report which describes several active pensioner organizations with many social activities (social clubs, dancing, choirs and handcrafts) and nothing about business. In Poland the ageing population problem is clear, with a very low indicator of professional

activity for people aged over 50 (statistics place Poland in one of the last places in Europe for this). Early professional deactivation increases the burden on the social security budget and at the same time is a very significant socio-economic problem, because it is also difficult and demanding to keep up with modernization.

In a review of existing activities that could be seen as comparable to business-related activities, Latvia, Lithuania and Poland have different experiences and approaches. However each report from Latvia, Poland and Lithuania could be seen as complementary, rather than giving an overview of experiences in each country separately.

Latvia

The Latvian report elected to look at business incubators, business networking organizations, the rural women's association, consulting companies and an expat senior expert group. The business incubator initiative in Latvia started in 2005 following a funding allocation from the EU Regional Development Fund. The activity resulted in the creation of 8 business incubators across the country. One incubator is located in the capital Riga. In western countries, business incubators are run by experienced businesspeople, some of whom are Best Agers; however, this is not the case in Latvia (with the odd exception) because, as explained above, relevant business experience among Best Agers is very limited. The other type of consulting company provides services in business advisory, finance and economics, manufacturing and the electronics industry. Activity in particular industries has led to the creation of industry associations which could be seen as sources of consulting and development for other industries' companies, particularly new ones. However, this is certainly not an extensive source of Best Agers' participation in SME coaching.

The Latvian report provided the example of the German-Latvian Chamber of Commerce, which offers contacts with the German Senior Expert Service in Bonn. However, expert advice is not readily available to SMEs in Latvia because of the cost – the SME has to pay the travel costs of the expert consultant and this would be a barrier for many SMEs. Up until now only medium-sized or large enterprises have used the expert network service. The Latvian report praised this service as a good solution; however, for many SMEs in Latvia there would also be a language barrier and the need for subsidized financial support to enable expert/SME interaction.

The Latvian Rural Women's Association was created in 2000 and has expanded to most of the country's regions. Financial support has come from EU Funds. The Association's activities are mainly in social areas, providing support for re-entering social life, training, NGO-type activities for participation in policy making, and social support. The Association has an Entrepreneurship Support Fund which helps people to start private companies. Some of the Association's active members do fall into the Best Ager category, but there is no specific focus on this. The Association has had some success stories where women have started small businesses with the assistance of other women. Association partners commented that members in their forties have accumulated more knowledge in business than their older Best Ager colleagues, but the advantage of Best Agers is contacts and networking. The Association would benefit from more financial assistance from the state authorities.

Lithuania

The Lithuanian report describes only one pensioner organization, Bociai (the Lithuanian Pensioners' Union) and activities in voluntary social work, choir singing, folklore, crafts and entertainment. In Lithuania, historically there has been a strong system of retired people withdrawing from professional activity and there is a well set up elderly social life which is good for social inclusion.

The examples of business organisations provided in the Latvian report have counterparts in Lithuania; for example, there is a similar EU-funded business incubator system in Lithuania. There are also various industry associations, consulting companies with active Best Agers and other relevant business activities in Lithuania, though the report did not mention these.

Poland

The Polish report describes various industry associations that provide consulting and expertise to firms. The difference from Latvia and Lithuania is that after independence in 1991 the Baltic States were no longer ruled by Moscow and related centralised Soviet ministries. Poland was a sovereign country and many professional organizations were alive throughout communist times, and some are still active today. The Polish report gives examples of three such organizations: NOT, PTE and TKP (abbreviations of their names in Polish; see the descriptions below). The report describes the old traditions of the Polish Federation of Engineering Associations (18 associations from various industries, such as the chemical industry, electricians, surveyors, the construction industry, forestry and wood processing, agriculture, oil and gas, technology and rationalization, shipbuilders, etc.), the Polish Economists' Association, established in 1946, and the Polish Consultants' Association, established in 1914.

The Polish Federation of Engineering Associations (NOT) works with public authorities and local governments, professional organizations, scientific associations, private and public universities, the Polish Academy of Science, research institutions, and scientific, economic, and educational chambers and associations. It should be noted, however, that SMEs are not mentioned. On a voluntary basis, association members monitor and consider scientific, legal, organizational and economic issues. They organize workshops, trainings, exams, conferences, exhibitions and competitions. Association members also manage businesses connected with quality control, offering references, consulting and expertise, and publishing studies and scientific magazines. They prepare specialist opinions and formulate conclusions and postulates.

The Polish Economist Association Foundation (PTE) is a training institution which implements EU-funded "soft" projects for human resource development through lifelong learning. PTE is an independent, professional, Poland-wide association that unites economists and has 24 regional branches. The organization popularizes economic knowledge and provides consulting services for companies in management, marketing and finance; organizes conferences, seminars and symposiums for members and supporters; publishes opinions and reports on current economic problems, especially in the Pomeranian region; and organizes professional skill training.

The Polish Consultants' Society (TKP) unites several consultancy organizations of the following areas: chemical safety and rescue, certification, construction and building, historic preservation, techniques and technology, real estate, various consultations and expertise, a training and conference centre, and a publishing centre. They prepare expert assessments and projects and provide consulting. TKP is an organization that gathers consultants from every discipline, and they cooperate with each other. Members of the Society are research workers from universities, representatives of small and medium enterprises, consultants, and individual experts.

The main goals of their activities are the promotion of the economic, technical and scientific way of thinking, conducting research, and organizing studies, courses and trainings. TKP organizes national and international symposiums and conferences and publishes training materials and technical books. The main members of the association are involved in all the activities. The majority of the experts are Best Agers, often linked with R&D. The members of the board have doctoral degrees and at the same time are still professionally active Best Agers. Whenever some tasks are beyond the experience of the members, they invite external institutions and organizations. However, according to TKP's activity description, SMEs are not a specific target, and this is not surprising considering the traditional nature of the Society with the board members being Best Agers with former communist state experience. Best Agers with extensive work experience are mainly associated with universities from the region. The Consultants' Society also provides consultancy services (expert and technical opinion) for a fee. The Society also employs young people. There are no established mechanisms specifically for using the experience and knowledge of Best Agers. Many experts and external specialists involved in consulting services are young people from small and medium enterprises from the region, and they have more experience in this area.

The Polish report presents activities financed by the European Union within the European Social Fund under Operational Programme Human Capital 2007-2013, Priority VI "Labour market open for everybody", Activity 6.1. "Improving access to employment and supporting economic activity in the region", Activity 6.1.1. "Support for the? unemployed" and Activity 6.2. "Support and promotion of entrepreneurship and self-employment". Parts of the projects are implemented within the funds received from the Ministry of Labour and Social Policy, from the government programme the Civil Initiative Fund [?], the Work Fund and funds from partners that are taking part in the programmes, including local government, job centres and other partners from the labour market.

"Use us! Employees 45+ in your company" initiatives include the promotion of usefulness of 45+-year-old employee experience in SMEs. This is done by conducting research on the subject and promoting it through media. "Maturity as an advantage" offers broader skills training to job seekers of a more mature age. This is implemented as consultant services with the Employment Office for Job Seekers.

The examples described above do not include any cases where Best Ager SME coaching would be done on a commercial basis. Most likely, there would need to be some grant money or state financing to enable a Best Ager consultant to be involved with SMEs. Many employment office training programmes are geared towards "How to manage your own company", because that is where most people have the least skill and experience, including Best Agers.

In the area of Start-up, the EU Social Fund, under Operational Programme Human Capital 2007-2013, Priority VI, Activity 6.2. has launched a programme “My company – my future”. This initiative is for professional activation of 45+-year-old people interested in starting their own businesses. Programme offers training and single grant and bridge financing support for 6 months. Similar programmes targeted to specific audiences, such as “Active woman” and “The mature entrepreneurs – Academy of entrepreneurs” and lifelong learning programmes at universities, are available to potential entrepreneurs

However EU Social Fund activities are geared towards social inclusion issues and not the professional activation of Best Agers. In 2009 only 33% of people aged 55-64 were professionally active in the Polish national labour market. In comparison, the statistics for Latvia were 60% and for Lithuania 55%.

3. Bringing in experience from Germany

Many of the activities described in Latvia, Lithuania and Poland take place in business, e.g. mentoring projects, training programmes, etc. Often these activities go along with the wish to earn some extra money. Given the unsatisfying financial situation of retired people this is quite understandable. There is some similarity to the situation in Schleswig-Holstein. Yet, most of its committed citizens have a sound financial situation. People with lower incomes, low pensions and critical life circumstances show less interest in voluntary work.

Initiatives to integrate the potential of Best Agers into economic and business activities reveal problems in every report. The question is if the know-how of “older” experts is suitable for “new” times. In other words, many Best Agers acquired their know-how in centrally planned economies and do not necessarily know the principles of market economy activities. Moreover, knowledge is often missing in the field of information and communication technologies. The reports outline a situation, which comes close to an intergenerational conflict. Should this conflict become more serious, it will be difficult to respond to the challenges of demographic change.

It is probably due to the orientation of our Best Agers project that there is a clear focus on business activities. It might be helpful, in the further course of the project, to put greater emphasis on social aspects and activities. On the one hand, the question is, if Best Agers are not really experts in market economy activities, where else can they be experts? On the other hand, it is becoming obvious that any attempts to encourage Best Agers to offer their expertise to the business sector (and society) after retirement from gainful employment require a culture which promotes social commitment.

This relationship can be illustrated with the help of three topics, which are also being discussed in Germany: images of old age, the search for meaning and the importance of citizens’ social commitment.

Images of old age.

Possible fields of activity for Best Agers depend considerably on the respective images societies have of old age. The reports from Latvia, Lithuania and Poland show that, in these countries, old age still has a markedly passive image and is described as the well-deserved period after retirement from work which is focused mainly on one’s private life.

Meanwhile we can look back on 20 years of discussions about social topics which have questioned the traditional image of old age and increasingly changed this image. Today people tend to prefer active ageing to retirement from active life, and many Best Agers have already come to practice it as their desired lifestyle. In the beginning, active ageing was mainly about staying fit. Later on, older people started to become more oriented towards consumption – to finally being able to afford things they were not able to buy or do during their working lives. Most notably, travelling has become a widespread form of active ageing.

Active ageing was once strongly characterized by an attitude of enjoying one's individual freedom and taking responsibility for one's health. For some years now a clear shift of meaning has been observed which increasingly relates the image of active ageing to social responsibility. This shift of meaning is due to demographic change as well as the growing willingness of Best Agers to be directly involved in their communities in a political sense (though not as members of political parties) and shape their living environment.

For the further development of Best Agers' activities in the reporting countries it would be helpful to examine the characteristic images of old age, look for discussions and concrete activities to develop and try out new age roles in their societies.

Search for meaning

The reports make it obvious that in these countries just as in Germany, retirement from work is of vital significance for many people and is often experienced as a crisis. From one day to another, people lose their social standing, their self-esteem is weakened and often their social networks come apart. Namely, in this transitional phase, many people start thinking about the meaning of life and look for new roles.

Projects such as our Best Agers initiative seek to offer possible activities (e.g. mentoring) and provide solutions for the individual crisis regarding the meaning of life. It might be helpful to reverse this strategy and ask Best Agers which topics and activities they find attractive. Using people's motivations and ideas could be a successful approach for developing feasible project concepts. Certainly, the implementation of such projects would require support and assistance. In this context, it might be interesting to find out which self-help activities were already started by Best Agers in the reporting countries. This will probably provide us with some useful ideas about how to use the experience and know-how of Best Agers in business and society.

Citizens' social commitment

Possible activities of Best Agers will certainly be easier to start in a society where social commitment is highly regarded. The reports show that there is a considerable need for discussion and development in this area. For example, they describe bureaucratic barriers preventing Best Agers from starting their own activities. It may well be that Schleswig-Holstein has a longer tradition of voluntary work; however, an intensive discussion about the importance of citizens' social commitment in a democracy has only been going on for just over ten years. Many of the bureaucratic barriers described in the reports are also known here. And there is still a lot of uncertainty about the factors, which truly promote social commitment and what a new concept of social responsibility that is shared between citizens, the government and the business sector should look like.

A culture, which promotes commitment, which takes the mind-set of Best Agers and their responsibility to society seriously and supports them, is a prerequisite for successful Best Agers activities. For this reason, we would recommend that project partners also take a look at other areas of society where citizens are starting to show commitment. In addition to this, we would suggest that the project partners have a discussion and exchange of ideas on the fundamental societal conditions, which promote or impede voluntary activities of Best Agers.

Due to the ageing population, the social commitment of older people has been increasing in Schleswig-Holstein, which is a trend throughout Germany. Self-determined activities reflect the rapidly changing image of old age in Germany and, for example, result in an increasing number of people who are involved in voluntary work. In Schleswig-Holstein alone, 36 registered initiatives are based on voluntary activities of older people, and this does not include the high number of Best Agers who are active in churches, charities, etc.

The table in Annex 1 gives an overview of some voluntary initiatives of Best Agers in Schleswig-Holstein.

4. Conclusion

The aim of activity WP 4 - to identify starting points for providing Best Agers' support to SMEs, would be first to identify suitably qualified professionals in Latvia, Lithuania and Poland who have relevant business and SME experience. However this report does not provide such a solution because the number of 55+ aged people with suitable experience is too low.

The psychological aspect of Best Agers coaching SMEs, according to the survey in Latvia, is that the younger generation does not have a high opinion of Best Ager expertise; therefore, it would need something like a Database of Experts which could organise the information (Best Agers + SMEs), then summarise and strengthen the combined information. With the value of Best Agers presented appropriately, younger entrepreneurs would be motivated to take the initiative and become more receptive and appreciative, recognizing the value of Best Agers' knowledge. Best Ager Experts would be willing to assist if they were asked and if they see the benefit in participation.

Within the Best Ager Project, providing expert consulting on a commercial basis is desirable, but this is unlikely to be feasible, because SMEs and start-up companies are usually under severe financial pressure and Best Agers that are good consultants are in the consulting business already and are not cheap.

Western European countries have Best Agers with suitable SME coaching skills, but there are barriers for cross-border networking, such as a lack of English language (or other major language) skills for both SMEs and older generation experts. There is also the challenge of finding appropriate and willing experts for SMEs when and where they are needed, hence the need for some form of match-making portal. In addition, someone needs to pay for the travel and related costs of the expert and SMEs would find it very difficult to bear all the costs.

In Latvia, Lithuania and Poland there are Best Agers with good technical and other professional knowledge, and certainly in the next decade there will be Best Agers with valuable business experience; therefore, the initiative to bring together Best Ager professional knowledge and demand from SMEs should be started now.

Annex 1

no.	name of initiative	brief description of initiative	Criteria	target group	brief description of activities
1	Mentors for enterprises in Schleswig-Holstein e. V.	Mentors are successful entrepreneurs and managers from various industries who are no longer active in an operative business. While counselling they can rely on their professional experience as well as on their networks. Thus it is possible to pass on experience and knowledge to the new management.	5. Business start-up/ business succession	start-ups, entrepreneurs	Activities for start-ups, existence support and corporate succession: - talks and discussions - analysis of the current situation - assistance in technical, managerial and organizational issues - strategy development for the future - guidance and support in discussions with banks - support for succession planning and its implementation - no tax and legal advice!
2	Seniorpartner in School e. V.	The aim of this project is to help children and young people in schools to resolve conflicts in a non-violent way and to enhance their personal and social competences. This is achieved by senior partners mediating amongst youngsters and accompanying them on a long-term basis.	1. Pupils' support	children, young people, schools	School mediation education support Integration

3	SeniorTrainer Experiential knowledge for initiatives Landesnetzwerk S-H Kompetenzteam Kiel	This is a group of seniors who have found their own way to civic engagement in their hometowns. The 'Kompetenzteam Kiel' emerged from the model program "Experiential knowledge for initiatives", initiated by the Federal Ministry for Family, Seniors, Women and Youth. The aim of this project is to offer elderly people opportunities for voluntary work, enabling them to pass on their professional experience and know-how to the greater public.	6. General consulting	children, young people, young adults, adults, seniors	Mentors for pupils' (pupils' godfathers), lives and living for young and old, honorary do-it-yourselfer's service, Cooperation in other projects
4	Senioren-Lernen-Online	This is a project made up of male and female seniors who volunteer their time to help older citizens to take advantage of lifelong learning using the Internet and various special synchronous and asynchronous platforms. This means that senior citizens can participate from any location (home, for example), using the Internet and a headset. We offer courses, workshops, regular get-togethers and also single coaching. The content depends on new developments in Web 2.0 and the demand of the participants.	4. Elderly people's support	Seniors	In workshops, participants can learn online communication and online project management in Web 2.0. The workshop is organized by "Senioren-Lernen-Online" as part of the Grundtvig project Active[?] ICT. We show senior citizens how to use new channels of Internet communication like voice chat. We help one another via remote access software and we train senior citizens to act as teletutors so they can offer courses themselves. We also make use of blended learning solutions. Our moderators upload special information (e.g. pdf or wav files) about the courses to our website. This allows participants to organize their own learning routines. The team of "Senioren-Lernen-Online" created a concept with examples from current courses supplemented with past experiences for the inclusion of older adults into lifelong learning.
5	Landesseniorenrat Schleswig-Holstein e.V.		8. Elderly people's representation	Senior citizens	The association sensitises politicians and communities to the interests of elderly citizens. The politicians are invited to make use of the knowledge and skills of elderly people to solve present and future problems. Politicians have to learn that policy has to be carried out not only for but also with senior citizens.

6	Bundesverband Liberale Senioren LIS / BAGSO	This allows senior citizens to participate from any location (home, for example), using the Internet and a headset. We offer courses, workshops, regular get-togethers and also single coaching. The content depends on new developments in Web 2.0 and the demand of the participants.	8. Elderly people's representation	Senior citizens	Politicians and communities must be sensitised to the legitimate interests of senior citizens. They should ensure that the knowledge and know-how of elderly people is used for issues in their community as often as possible. On the one hand policy shall be carried out for senior citizens and on the other hand with senior citizens.
7	Senioren Union	The activities of the "Senioren Union" in Schleswig-Holstein are in political and communal fields. When people grow older contacts with other people often decrease. One aim of the "Senioren Union" is to prevent this drawback. Elderly people shall have the chance to take an active part in joint adventures so that new friendships can grow.	6. General consulting	Elderly people	The "Senioren Union" pushes the initiative to realise the legitimate interests of elderly people. Therefore a fair group-balance concept must be ensured. The principle is to always be proactive in the matter of the elderly generation, whereby the common welfare must not be forgotten.
8	Deutscher Senioren-Computer Club e.V. in Norderstedt	The initiative of "Deutscher Senioren-Computer Club e.V." shall help elderly people who would like to be kept up to date. The use of the modern communication medium the Internet enriches their lifestyle and can prevent drawbacks and shortcomings. Any Best Ager shall have the possibility to realise his wishes by PC and Internet.	4. Elderly people's support	Elderly people	The computer club "Deutscher Senioren-Computer Club e.V." in the town of Norderstedt, Schleswig-Holstein, gives elderly people the chance to participate in the following activities: discussions, e-mailing, homepages, websites, workshops, connections, chatting, communities, internet clubs, conversation, etc..

9	Mehrgenerationenhaus in * 24143 Kiel * 24536 Neumünster * 24306 Plön * 24768 Rendsburg * 24568 Kaltenkirchen * 23843 Bad Oldesloe * 24837 Schleswig * 23558 Lübeck * 25335 Elmshorn * 25524 Itzehoe	“Mehrgenerationenhäuser” are special houses for all generations including flats for young and elderly people. These houses are places for people of all generations to meet. The local residential community includes care for both children and elderly people. Other important aims of these houses are the compatibility of family and work and developing communal domestic servicing.	7. Generations	People of all generations	An institution for childcare and day care is provided. There are full-time und honorary employed persons who work together. A framework for communal engagement is provided too. There is also a possibility for daily meetings at the cafeteria or bistro.
10	Hamburger Bildungsstützen	Among other things, the “Körper Stiftung” helps parents with a migration background to accompany their children in academic matters.	1. Pupils' support	Heads of schools	Talks with head teachers of schools, local authorities or agencies for integration indicate that parents with a migration background need to become familiar with the German school system. The “Körper Stiftung” tries to exert influence and help out in this regard.
11	bequa Flensburg Beschäftigungs- und Qualifizierungsgesellschaft Flensburg mbH	“Bequa Flensburg” is a communal job creation company. Its charitable aim is to integrate unemployed people occupationally, societally and socially	9. Job placement	For permanently unemployed persons who get SGBII and are older than 47 years; they have the chance to become active in workshops of networks for 50+	The primary contents of the project are: special qualification in preparation for integration into the first labour market by special cooperating partners. Strengthening individual potential and qualification for entering the first labour market. Learning how to approach the job market in the region through practical training. Help with application for employment. Encouragement in view of the administration.[?]
12	bequa FlensburgBeschäftigungs- und Qualifizierungsgesellschaft Flensburg mbHAngelika Tumuschat-Bruhn / Hamburg	“Bequa Flensburg” is a communal job creation company. Its charitable aim is to integrate unemployed people occupationally, societally and socially.	9. Job placement	Permanently unemployed persons who are older than 50 years	The aim is an enduring integration of permanently unemployed persons who are more than 50 years old. Therefore the aspects of workplace health promotion and age-based workplaces must be considered. This means that the encouragement of the project operators of the company is most important in view of designing age-based workplaces.

13	<p>Activity Growing Together. The internet offer is published by Prof Dr. Maria Böhmer, who is Minister of State and in particular a representative of the federal government for migration, refugees and integration</p>	<p>Families, seniors, women and young people shall make use of the "Activity Growing Together", i.e. of its extensive offer in cooperation with the integration delegate.</p>	1. Pupils' support	<p>Within a partnership an older person assists a younger person honorarily</p>	<p>All children and young persons shall have the same chance to receive higher education. By the "Activity Growing Together – strengthening good educational parenting, maintaining integration" the Minister of State Prof. Dr. Maria Böhmer, representative of the federal government for migration, refugees and integration, hopes to further existing projects of partnership for young people with a migration background. She hopes to arrange for new such projects as well. Further potential supporters shall be persuaded to support this idea, so that as many children and young people as possible will profit from this activity. Overall the aim is to give children and young people the chance to learn, so that immigrant families will be integrated in Germany.</p>
14	<p>LUBIK • Lern- und Bewegungsinitiative Krummbek e. V.</p>	<p>When seniors and children meet, exercise together, and are being creative, they learn from each other. LUBIK initiated this get-together with elderly people and children and stages this event in the beautiful ambiance of the 'Scheune aus Gründerzeiten'.</p>	4. Elderly people's support	<p>children, adults, seniors</p>	<p>The aim of this club is to support fitness and education. The organization established a workshop which can be used by teachers and educators who bring their classes and kindergarten groups to carry out project weeks. A further target group is seniors who would like to maintain and train their mental abilities by studying and exercising together with children. The workshops offer the opportunity to try out individual ways of studying using material especially developed for this aim. The following measures are used to ensure successful implementation of the project:</p> <ol style="list-style-type: none"> 1. a well prepared environment (provision of special study material) 2. senso-motoric study material 3. taking part in everyday life production and design processes (from tree to book or from milk to butter) 4. physical exercise programs (yoga, dance, rhythmic dance) 5. advanced training courses 6. therapeutic complementary offers