

Report 2003

Preface

2003 was a successful year for the Lawaetz Foundation. The Foundation's purpose to develop and to practically implement concepts of "help towards self-help" in the fields of employment, education and housing is still valid, and there is a strong demand for the use of these concepts.

For many people in this city it is a great challenge to choose a suitable training or further education, to find employment, to organize adequate housing or to become self-employed on the basis of a viable business concept. The Lawaetz Foundation offers its support in these situations.

But even those who are not directly concerned, do recognize the necessity to act. Surveys amongst the Hamburg population at the beginning of the year revealed the priority problems affecting the inhabitants of this city. The top issues were "unemployment" (47%), immediately followed by "education and schooling" (41%) and "the economic situation" (26%).

Although only on a small scale, the Foundation is directly working on problem solution in these fields, and we react to whatever people in this city consi-

der as their priority problems. We have positioned our interventions at the intersection of labour-market-, social-, education- and urban development policy:

- We give advice to individuals who want to start up a business to escape unemployment.
- We consult training and further education projects supported by the European Social Fund.
- We consult and evaluate support programs of the European Union, and we are involved in transnational partnerships.
- We organize financial aid for young people in professional training.
- We develop projects for the rehabilitation and the construction of buildings for different demand groups, e.g. for young families and homeless people.
- We develop active neighbourhoods as



New building of the Lawaetz Foundation

part of Hamburg's district development program in the districts of Eimsbüttel and Bergedorf.

- We support processes to improve safety and cleanliness in the district of Harburg.

For successful professional work an intermediate organization needs a vision. The vision of the Foundation is:

Hamburg is a co-operative, socially and economically successful city in Europe. The Foundation is a creative organization which contributes to making this vision a tangible reality again and again.

Either as our partners or as our customers - we hope for your cooperation to realize this vision. To make a city worth living for all its inhabitants is always the outcome of a joint effort. "To support and to demand" is the current motto in Hamburg. This motto supports our concept of helping people to help themselves as well as the activating and mobilizing methods of the Lawaetz Foundation.

By which activities will we achieve this? How can we describe our specific contribution to activation? Who benefits from our services and how do you assess their quality? Which contribution must our customers accomplish for themselves? Our report 2003 offers information on these and other questions.

To make our services even more effective (in spite of tight public funds), we are increasing our office capacity by adding an extension building to our head office on the banks of river Elbe. By mid-2005 we will be able to welcome you to our advisory and seminar activities on our enlarged premises.



Jochen Kunz-Michel
authorized agent



Karin Schmalriede,
managing director

Except for our district offices, all organizational units of the Foundation will then be concentrated in a single place.

By the way, even now you can rent the premises within Lawaetz house for an evening or a weekend. Enjoy the interesting combination of the new multimedia line of business and the docks around

the Lawaetz house. We would be happy to advise on your planning of events for business occasions and private celebrations.

We hope you will enjoy reading our report 2003. We will be glad to receive and handle your requests, enquiries and suggestions.

Karin Schmalriede
managing director

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Contents

□	Setting up in business	3
□	ESF advice and guidance in Hamburg	5
□	On-going evaluation of ESF implementation in Hamburg	4
□	Increased support to disadvantaged young people in professional training	7
□	Urban development and project management	10
□	Properties owned by the Lawaetz Foundation	13
□	Quarter development - the social district development program in Hamburg	14
□	Special projects	17
□	Quality management within the Lawaetz Foundation	21
□	The board of trustees	22
□	Members of staff	23
□	Addresses	24

Setting up in Business □



The advisory team: Barbara Ellerbrock, Jens Fahsel, Gundula Zierott, Jochen Kunz-Michel

Your contact:
Heike Stempfle

A successful year for start-up advice:

In 2003 we were able to successfully continue our consulting services for unemployed individuals who wanted to start up their own business. The response of our customers as well as that of our partners was excellent. Many satisfied customers recommended our services to third parties. And, as we have a standing as an acknowledged partner within the Hamburg founders' network, we were also recommended by many institutions and consultants. Our concept and our commitment are convincing. ¹⁾

As in the previous years the demand for advisory services, especially by unemployed individual founders, kept growing. Apart from the generally difficult situation on the labour market, reasons for this development may be seen in an increasing trend towards independence and the establishment of small or micro-enterprises, especially in the sectors of services and free professions. This was facilitated by the introduction of the concept of "ICH AG" (self-employment for individuals) by the German labour administration at the beginning of 2003. There was also an increasing demand for information and opinions on applications for bridging allowances offered by the job centre (which is now called agency for labour).

We were faced with significant, but not really surprising changes of the structure of our target group: During the first three quarters of the year, the customers often were highly qualified, and more young founders asked for advice. New businesses were mainly established in the service sector. Many customers had good technical equipment and the corresponding user know-how. But at the end of the year the share of services for less qualified founders increased considerably, many of them in very difficult starting positions. We attribute this to the change of strategy by the agency for labour (Hartz reform). Several founders regarded setting up in business as the last resort to escape unemployment. The submitted business concepts were suffering quite frequently from lack of maturity or a non-realistic assessment of demand. Our advisory team tackled

these new challenges.

Parallel to this modified demand, we again adjusted and expanded our advisory and seminar offers in 2003:

- **Individual start-up advice with the aim to develop business concepts which are eligible for support: normally in several advising appointments, dependent on the customers' requirements. The main emphasis of our work is still on this segment.**
- **Plausibility tests and feedback on mature concepts which are eligible for financial support in order to formulate a recommendation for an eventual bridging allowance.**
- **Continued advisory services after the take-off phase and after expiry of the bridging allowance payments, according to the customers' requirements.**
- **Handling of the applications for the Hamburg support program for micro-enterprise start-ups.**
- **Basic seminars lasting two or three hours in a regular cycle of two weeks and, based on that**
- **one-day seminars in a cycle of one or two months.**

In figures: In 2003 we gave advice to more than 400 customers individually; 52% of them were women. We offered on-going advisory services to 24 businesses. The program for small loans that had started in 2002 was increased in summer 2003 because of the very positive response; the guideline was modified and extended until December 2004. In 2003 we processed some 100 applications for credit, and we forwarded them to the competent authority for final decision. Altogether 330 people participated in our seminars.

For us, individual advice means

- an intensive effort for each customer, based on the specific advisory requirements,
- in most cases several individual consultations lasting one or two hours,

- a careful check of the concept,
- a joint calculation of the financial projections, and
- to be permanently accessible, by phone or e-mail, as a contact person if there are unsolved issues.

It is essential for good advisory work to exchange information with other consulting institutions, firstly to permanently receive information up-dates and secondly to forward information. Apart from our advisory activities, we also attended various cooperation meetings and events; we conducted workshops and we gave lectures to present our best practice approach to other institutions, too.

On the occasions of the Hamburg founders' day, the MULTI-MEDIX fair and events at the job centre, very successful workshops were conducted. Lectures, e.g. given at the Russian cultural and information centre, complemented our work at the level of Hamburg.

But our extensive expert knowledge is required on a larger scale, too: Thus, we supported the further development of micro-lending in Germany and, together with other experts

from various Länder; we developed models and possibilities for implementation.

Against the background of this success record, we are very glad that we have won the Europe-wide competition for the implementation of advisory services for business start-ups from unemployment in Hamburg and tendered by Hamburg's office of economy and labour. This will enable us to continue making available our know-how to start-up enterprises and their founders in Hamburg.

¹⁾ How do we know that? To improve the quality of our activities we conduct systematic customers' surveys by which we can find out e.g. who is contented with us and by whom we are recommended.

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Please ask her for our extensive informative material, too.

ESF Advice and Guidance in Hamburg



The advisory team: Dorothee Kodra, Runhild Mehrkens, Dr Ulrich Schenck, Ulrich Wolff, Gundula Zierott

PR: Christel Berger

The European Social Fund (ESF) is the central labour market policy program of the European Union. Its primary aim is to improve the employability of unemployed people and/or job seekers and of people who are currently employed; besides that, the ESF supports the economic structural change in the regions of the European Union. Eligible for support are inter alia projects for vocational and continuing training, advisory services and employment promotion, but also the development of entire education systems.

The ESF team of the Lawaetz Foundation advises inter-

ested suppliers who want to apply for financial support from the European Social Fund. The advisory services include the further development of specific project concepts, the preparation of cost and financing plans, the search for co-financiers and the filing of the formal application. After a successful start of the projects the ESF team continues to offer advisory support to the project implementing institutions.

The Lawaetz Foundation supports the fund-managing authority in Hamburg, the office of economy and labour, in implementing ESF programs, in particular in the fields of

monitoring and controlling. The ESF team presents to the decision-making committees those projects which have been previously discussed and which are in principle eligible for support. Furthermore, the team regularly reports on the state of program implementation. To control the budget, synopses are presented. They document the current use of ESF funds, annually and for each project, at the level of activities and for each policy field. Based on that, both committees pronounce recommendations relative to the support of the submitted projects.

In 2003 the ESF team carried out the following activities:

Project advisory services for the ESF funding period 2000-2006

In 2003, 154 implementing agencies consulted the Lawaetz Foundation on ESF support. Some of their projects are still in the stage of further development or consultation.

The Lawaetz team presented a total of 85 projects that were in principle eligible for funding to the decision-making committees in Hamburg (i.e. the committee of authorities and the advisory committee), 68 of them were approved.

On-going program controlling:

For each of the six committee meetings the Lawaetz Foundation presented an updated synopsis. To document the use of the financial resources and to control the budget, these synopses contain details on available ESF funds and surveys of projects which have already been approved and projects which are still under consideration.

In addition, the decision criteria for the committee of authorities were further developed by the Lawaetz Foundation.

To support Hamburg's office of economy and labour at the national level we prepared the reports on meetings of federal and Länder representatives and of the national monitoring committees. This included the production of documents on the state of program implementation and support to the office of economy and labour in presenting the annual accounts for 2002.

We rendered additional support services to the office of economy and labour in the following fields of controlling:

- Preparatory work for the amendment proposed by the Federal Government to the European Commission and covering the remainder of the funding period (2004-2006).
- Final accounts for the programs of the funding period 1994-1999 (including 2000/2001). Accounts prepared in 2002 needed another update as data resulting from further field inspections had to be included. Accounts covering the following programs were submitted to the European Commission: the Operational Programme 1994-1999 (objective 3 and objective 4) as well as the Community Initiatives Employment and ADAPT.

Furthermore, the annual reports for the programs had to be written, namely for the years 1999, 2000 and 2001, as well as the final reports for the flexible financial year 1999.

Conducting workshops on ESF project accounts:

Together with representatives from Hamburg's office of economy and labour the Johann Daniel Lawaetz Foundation offered three workshops on the topic "ESF project accounts". Altogether about 100 people attended these workshops.

During these workshops participants were informed of legal aspects of allocation of funds, the procedures of application processing and project billing, and the monitoring procedures applied by the office of economy and labour. In this context the Johann Daniel Lawaetz Foundation developed a compendium on the implementation of ESF objective 3 projects. This compendium can be downloaded by project promoters from www.esf-hamburg.de.

Program accompanying teams:

Initiated by representatives of the Hamburg government offices and the social partners within the advisory committee in 2002, the program accompanying team continued its work in 2003.

The team aims to discuss intervention instruments, one at a time, in the fields of labour market and education policy, preferably with reference to present-day contexts. Each time, after a brief introduction by the Lawaetz Foundation, two or three agencies implementing ESF projects get the chance to present their specific experiences with this approach.

Besides that, the Lawaetz Foundation is responsible for the preparation of the team meetings with regard to contents and organization, and we participate in facilitating the meetings.

Altogether four meetings took place in 2003 dealing with the following issues:

- professional orientation for young people,
- on-the-job qualification,
- employment subsidized by public funds and on-the-job qualification,



The workshop "Gender Mainstreaming" at the expert meeting "Prospects of Hamburg labour market and education policy against the background of the EU Eastern enlargement" during the European week in 2003

- studies on the development of employment and qualification.

Conducting workshops dealing with the issue of gender mainstreaming in the project cycle:

The guidelines for funding by the European Social Fund (ESF) have defined the gender mainstreaming approach as a cross-sectional task for all policy fields since the beginning of the funding period 2000-2006. That means that in the design and implementation of projects the different life situations of men and women and their specific needs must be taken into account.

In 2003 the Lawaetz Foundation organized two very well-attended workshops, entitled "Gender Mainstreaming in day-to-day project work". The workshops dealt with the use of gender checklists for the purposes of project monitoring and strategy reviews as part of regular project work.

The demand was so great that an additional workshop has been planned for 2004.

Publicity measures:

As in previous years, many channels were used in 2003



Hans Nauber from the office of economy and labour / department labour market policy, talking to representatives of ESF projects during the expert meeting on April 29th, 2003

to spread information about the ESF in Hamburg. So, the website www.esf-hamburg.de becomes increasingly important. Directly and via other portals, summaries of all ongoing and completed projects are available, including contact addresses and links to secondary pages as well as information about cooperation partners, basic texts, questionnaires, compendia, texts of speeches of current interest, references to thematically related events and much more. Many documents are available to the visitors of this website as downloads in pdf.

Examples of further publicity measures are outlined below:

- On the occasion of the European week (taking place annually in Hamburg in April/May) the office of economy and labour and its department for labour-market policy (fund management) in cooperation with the Lawaetz Foundation presented the ESF at an all-day information stand at Rathausmarkt. At the same occasion, many supported projects informed about their aims and their working methods.
- Hamburg's motto of the European week being "The EU enlargement", an all-day expert event was conducted on April, 29th entitled "Prospects of Hamburg labour market and education policy against the background of the EU enlargement". Well attended were the three subject-specific workshops, the extensive presentation of the projects, the ESF exhibition as well as the concluding panel discussion with representatives of the Hamburg

Senate, the European Commission, the European Parliament and of relevant government offices and institutions.

- A detailed, retrospective documentation on the European week, including the results of the workshops, is presented on the website www.esf-hamburg.de
- Based on an enhanced concept the existing ESF exhibition was revised in many of its components and then presented at various events, e.g. at the first ESF congress in Berlin on November 10th and 11th, 2003, organized by the Federal Ministry of Economics and Labour.
- Complementary to the exhibition, a new four-coloured



Participants of the panel discussion on April 29th, 2003 (from the left to the right): Reinhard Stuth (from the Senate chancellory, state councillor, representative of the Senate for European affairs), honorary doctor Christa Randzio-Plath (member of the European Parliament), Bernhard Proksch (head of the department for labour market and economic development / office of economy and labour). Achim Meyer auf der Heide (formerly head of the department for professional and further education / office of education and sport)



During the opening of the expert conference

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folder including an overview of the ESF in Hamburg was published.

- The consultation of projects supported by the ESF in the field of publicity work was intensified. Inter alia, explanatory leaflets on public relations material for ESF projects were revised and newly published.
- Information about the ESF (e.g. announcement of tenders) were delivered in regular circulars, e-mails and online information to projects, companies and employees in institutions and government offices.

The longstanding efforts in the field of ESF-related publicity measures surely contributed to the fact that the media showed increasing interest in the subject in 2003 (documented e.g. in several press reports on ESF projects).

Information on ESF-related publicity work can be obtained from:

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Frau Berhorst (DG Employment) talking to members of the Lawaetz staff



The discussion group "Management consultancy within labour market policy"



The discussion group "Transition from school to profession"

April 29th, 2003: The expert conference during the European week:

Research & Evaluation, Transfer of Knowledge □



Wolfgang Albrecht, Ulrich Häntschi, Peer Gillner, Dr. Thomas Mirbach

On-going evaluation of ESF implementation in Hamburg

As a component of the technical assistance provided under ESF objective 3 (funding period 2000-2006) the Lawaetz Foundation's research, development and evaluation department conducts the on-going program evaluation and supports the decision-making committees in various matters of program implementation.

Preparation of the ESF implementation report 2002:

In the course of the program implementation under ESF objective 3 (funding period 2000-2006) the European Commission expects an annual implementation report from the Federal Ministry of Economics and Labour (BMWA), and the latter needs regional reports which have to be supplied by the Länder. A regional implementation report generally contains chapters on economic development, the development of the labour market, the regional labour market policy, the contribution to the European employment strategy and on the national action plan. In particular, there are 22 statistical annexes attached to the implementation report which inform about the annual development and the structure of ESF-supported projects and participants on the basis of prescribed criteria. In cooperation with the ESF consulting team the project data bank was analysed, updated and optimised for the purpose of preparing the Hamburg implementation report 2002. The technical reports of all projects were collected in a data bank and evaluated. The relevant information derived from this process was merged with the results of the examination and evaluation of an extensive database enquiry from the INEZ system covering more than 30,000 sets of data on participants, and the obtained information was processed according to the formal reporting rules. After the first half of the program period, the report had to deliver for the first time indicators for the distribution of the efficiency reserves. The overall result of this assessment was the allocation of additional program resources to the City of Hamburg by the Federal Government.

Preparatory work for the ESF program evaluation at national level:

The program evaluation at national level, commissioned by the BMWA at the turn of the year 2002/2003, is designed in a way to rely on the support and the preparatory work of the Länder. The preparatory work essentially included the updated processing and the transfer of monitoring data on the implementation of the program in 2000-2001 at the Länder level. Furthermore, the selection and the compilation of the samples for the survey of participants had to be supported. In addition to that, the expert interviews in Hamburg were prepared and assisted and the draft of the report was annotated. We also participated in the discussion on the interpretation of various results. Unfortunately, the mid-term assessment had to be carried out under enormous time pressure; its preliminary results were presented on an ESF congress in Berlin in November 2003.

Support to the decision-making and information processes in the regional steering committees for ESF objective 3 (2000-2006):

The assessment grid and the methods which had been developed to support the decision-making processes in the steering committees for the evaluation of project applications, continued to be used and monitored in 2003. At the request of the committees and in cooperation with the consulting department a typology of projects was developed by way of clustering, which will permit to depict margins and average values of relevant financial indicators.

In the context of support to the steering committees we may also mention the subject-specific meetings of the program accompanying team which were jointly facilitated by the consulting and evaluation departments.

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Guideline for Increased Support to Disadvantaged Young People in Professional Training □



Leader of the project:
Uwe Jochens

In 2003, 146 first-time supports were offered to needy young people in professional training. In our opinion, this figure emphasizes the necessity to implement and to maintain the guideline that was modified in 2002.

Background information:

On November 1st, 2001 the office for social services and families (BSF) in Hamburg commissioned the Johann Daniel Lawaetz Foundation to implement the "Guideline for increased support to disadvantaged young people in professional training" which had come into force on September 18th, 2001. The aim of this guideline is to keep young people, by well-directed support measures, from abandoning their professional training for financial reasons and falling back on social security. The purpose of this support is to guarantee a level of income to needy young people during their professional training which is not less than the social security benefit. In this context the monthly aid must not exceed € 160.

All persons who have a reasonable claim to BAB (i.e. financial support of professional training) are entitled to make an application. As a rule, this requires that candidates have had their own household before the beginning of the professional training and that the potential aid to subsistence is higher than all the benefits they receive during the professional training and

which must be deducted.

The Lawaetz Foundation is in charge of the overall implementation of the guideline and the disbursement of the financial means to the young people. Major activities in this context are the following:

- Advice and information to the trainees and/or promoters on conditions of support,
- support of those trainees who fulfil the criteria for support,
- advice to beneficiaries during the support period,
- consultation about other sources of financial support for trainees who are not eligible for this program,
- documentation of processing of applications,
- reporting to the BSF.

Further information may be obtained from:

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Alternative Redevelopment Agent: Urban Development and Project Management □



A team for creative solutions

Our field of work:

By order of the Free and Hanseatic City of Hamburg we develop and implement shared housing projects for people who either need social care or who have, because of their potential for development, a supporting function for the social life in the city. In this way, we contribute qualitatively and quantitatively to achieving the political ideal of "Wachsende Stadt" (i.e. growing city).

In all projects we worked on in 2003, except for the new consulting project "Eichenstraße", we were responsible for a well-adapted project development, for fiduciary supervision and for the coordination of security and health issues. The shared housing projects were supported via programs of the credit institution for house building. The self-help building projects located in the areas of social district development, "Vereinsstraße" and "Spliedtring", benefited from an additional top financing allocated by the building authority's special program of "supervised building self-help



"Markthof" in "Karolinenviertel"

as a program component of social district development".

Shared housing projects in urban rehabilitation areas:

Building projects which provide for shared housing and living arrangements in areas of social district development do not only improve the living conditions of the members of a project, but they often contribute significantly to stabilization and activation within the district. This type of approach combines in a single project objectives in the fields of housing, social and employment policy. Not only do the projects contribute to eliminating deficits of urban development and creating inexpensive living space, they also help members of the project, mostly as a result of the building self-help process, to stabilize and to improve their qualification for the labour-market.

Completed building projects:

In early January 2003 the work at the foundations of the project "Markthof" in "Karolinenviertel" began. This project aims to integrate disabled persons into living and working in a neighbourhood in solidarity. The group made its own contribution to flooring, painting and fitting of kitchens. The costs were kept within the budget, and in December 2003 the building was ready to be moved into.

Planning completed:

In the old building project accommodating long-time tenants and single parents in Vereinsstraße (district of Eimsbüttel), altogether 21 living units will be rehabilitated in an extensive building self-help effort by the occupants. In 2003 the project planning was completed; at the end of the year the building was cleared out by the occupants themselves. The long-term lease contract between the owner STEG and



Vereinsstraße



Unzerstraße



Epiphanien

the occupants' association was already negotiated and concluded in 2003 to create planning security for both sides.

Financial management of building projects:

In the cooperative project "Brachvogel e.G." (district of Lurup) which is a new building project consisting of 45 living units, the exterior works which were still outstanding were done by the occupants themselves and approved by the credit institution for house building. We were responsible for the financial management.

The integration of formerly homeless people:

In 2003 we continued and developed our activities in the field of new housing for homeless people in terms of planning and construction.

Equipment appropriate to families:

For the new building for formerly homeless people in Möllner Landstraße (which was completed in 2002 at costs below budget), a part of the remaining funds was used in 2003 for additional storage facilities, e.g. for a bicycle box, a box for baby carriages and for the paving of the footways.

Partial transformation of residential building:

Based on a tender call by "pflegen und wohnen" we received a contract to transform part of a housing complex for families in "Horner Geist" into council flats (18 living units). The concept for the implementation of the project provides for handing over a major share of the building work to the project group (consisting of the occupants) for execution by themselves. At the end of 2003 project planning could be finalized. The application for support was approved by the credit institution for house building.

New offers to homeless people:

As part of our activities in the external advisory council of the street-traded magazine "Hinz und Kunzt" we are working on concepts for a long-term supply of living space for homeless people.

New forms of living for disabled and chronically ill people:

In Unzerstraße (district of Altona) in a former club house for journeymen we are undertaking an integration project for disabled and non-disabled people in cooperation with the Protestant Foundation of Alsterdorf (ESA) and the housing project group "StattSchloss". The implementing agency of this housing project is the cooperative society "Wohnreform e.G." which was co-founded by the Lawaetz Foundation. Start of construction was in January 2003; after extensive demolition work had been done, the interior construction work was completed at the end of the year. The occupants' contribution was their own work on the interiors.

Living space for young families in the city centre:

The construction community "Epiphanien" practises an approach which is successful in opposing the tendency of young families to settle in the surrounding areas of Hamburg because of the lack of suitable and inexpensive living space in the city. The complex is being built for a construction community of 20 families and 39 children upon a plot of land formerly owned by the church, and it is financed via the promotion of ownership program of the credit institution for house building. In May 2003, after one year of construction work, the building project was finished. The angular lay-out of the complex offers, in an urban environment, protected space to stay and to play in. The accounts for this project turn out to be rather complicated as the apartments have different standards of equipment.

Advisory services to a building community:

In Eichenstraße (district of Eimsbüttel) a building community, consisting of five shareholders, is building a multiple-family dwelling on a plot of land formerly owned by the church. Construction started in June 2003; by the end of the year the house was structurally complete. The Lawaetz Foundation renders advisory services in the field of financing and award of contracts, and we are responsible for coordinating security and health issues on the building site.

A socio-cultural project:

A jewel of urban development, the Oelsner- Pavillon, a

listed building in the district of Ottensen, could be made available to the HfbK (i.e. Hamburg academy of fine arts) for alternative use. Architectural planning is based on a student project run within the faculty of architecture.

The rehabilitation of the building was financed by donations, the work was done with the help of employment promotion agencies. Construction work was completed in November 2003. The Lawaetz Foundation coordinated the financing, conducted the site supervision and assumes the management of the building after its completion.

The annexe to the main building of the Lawaetz Foundation in Neumühlen:

To improve the internal cooperation within the Foundation and to save material expenses and personnel costs, the location in Neumühlen is being expanded by a two-storey annexe. Except for the district offices for quarter development, all branches of the Foundation will be closed. After completion, all members of staff who are now working in the branches of the Foundation will do their jobs at the central location in Neumühlen. In addition to that, a large hall of events is being built, so that more seminars and conferences can be organized in our own house.

The Lawaetz Foundation is in charge of detailed planning,

the site supervision and the coordination of health and security issues. The building will be constructed almost completely within the framework of labour market policy measures and with the help of the employment promotion agency "Arbeit und Lernen Hamburg GmbH".

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The topping out of the extension to the Lawaetz Foundation's

**Properties Owned by the Lawaetz Foundation:
Falkenried terraces and other projects** □

Based on a resolution of the Senate and the City State Parliament, the Lawaetz Foundation had acquired the Falkenried terraces in 1991 a) to restore 324 living units of the former "Neue Heimat" (i.e. new home) with the help of public development funds and b) to make sure that on a long-term basis living space for the socially disadvantaged will be made available and maintained. These properties are rented out to "Falkenried Terrassen e.G." (which is a registered cooperative society of the tenants).

The rehabilitation of the complex was made possible through grants of the Free and Hanseatic City of Hamburg, and the Lawaetz Foundation financed the modernization of the

apartments on the capital market.

This project can be considered a model solution for a self-government approach which led to a considerable reduction of conflicts within the quarter and to the development of appropriate solutions to avoid them. The project has offered opportunities for finding a basis for agreement amongst competing lifestyles.

Furthermore, one property located in Altona and one in Harburg are owned by the Lawaetz Foundation. All properties are rented out on a long-term basis for the achievement of social purposes.

Quarter Development - the Social District Development Program in Hamburg □

Within the Hamburg program of social district development the Lawaetz Foundation is working in three areas:

- Lohbrügge-Nord (district of Bergedorf)
- Schnelsen-Süd (district of Eimsbüttel)
- Lenzsiedlung (district of Eimsbüttel)

Quarter Development in Lohbrügge-Nord (district of Bergedorf) □

Implementing its mandate of quarter management in Lohbrügge-Nord since the beginning of 2000, the Lawaetz Foundation organized - in cooperation with the district office and the building and traffic authority (BBV) - the coordination process to update the concept of quarter development, together with the district committees and special authorities, in accordance with the instructions of the Senate Committee for urban development.

This concept is the basis to carry on with quarter management up to the end of 2006. It includes projects in six fields of work and an investment budget of roughly € 12 Mio, € 7 Mio of which are to be financed by public funds.

The aims of the concept are a) to improve the socio-cultural infrastructure as well as the residential environment within the district and b) to support the local economic and occupational structure.

2003 was characterized by an intensive development work to bring several projects to implementation maturity.

Primarily, these included the projects of socio-cultural infrastructure, but also the finished projects designed to revitalize the "green centre".

The sports and leisure centre "Wilhelm Lindemann":

Based on a repeatedly modified operating concept, which was developed by the Lawaetz Foundation and the sports club VfL Lohbrügge, the application for building was put in and the building permission given. The financing gap, which occurred after the withdrawal of the employment promotion agency ALH, could be compensated by an in-



Active in quarter development: Klaus Hagedorn
Member of staff: Barbara Weigel



creased financial contribution of the BBV. The approval of allocation of funds by the district office of Bergedorf as well as a positive project appraisal decision by the Hamburg umbrella organization for sports can be expected in early 2004. The project will have a usable area of about 960 square metres. Construction work will start in spring 2004.

The municipal hall in Leuschnerstraße:

Unfortunately, in the year under review, the centre for children and family aid cancelled its participation in the users' mix of the project since a support by "Sprungbrett" was refused because of uncertain future prospects. A centre which is supported only by honorary activities, not by contributions to the operating capital, is regarded as an extremely risky project. Therefore, the development of the project stagnates due to the lack of a viable operating concept.

The community and day nursing centre at Karl-Adams Platz:

This project deals with the conversion of the parish rooms of the resurrection parish. In the audit period, the second stage of construction, after the opening of a daily nursing place, was postponed until the financial year 2005 due to the lack of capital on the part of the parish.

The extension of the hall belonging to the cultural centre "Lola":

In 2003, in a coordinated effort involving BBV, KB and Lola, the still existing financing gap (caused by the withdra-

wal of the employment promotion agency ALH) was closed and the building permission was given. Start of construction work will be at the beginning of 2004. Costs: about € 600,000.

Children and youth centre Bornbrook:

The year under review was characterized by a complicated, lengthy search for and conflicts over locations. The intention was a) to fulfil the demands of the organization offering support and various services such as counselling to young people, b) to dispel the reservations of different neighbourhoods and c) to reconcile other use interests of the property owners involved (in this case different government offices). A solution is expected at the beginning of 2004. Building costs: € 770,000.

Revitalization of the "green centre":

After many intensive meetings of the planning committee for the working group "Grünes Zentrum" in which up to 50 people collaborated, the ideas and mini-projects which had been developed during these meetings were carried out and completed. Building costs: € 180,000.

Shopping centre Rappoltweg:

After various round tables, attended by owners and businessmen of the shopping centre Rappoltweg, an experts' report on urban development was commissioned to present suggestions of redevelopment and modernization. Costs: € 20,000. On the



basis of the experts' report the three owners will finance the modernization from 2005 on.

Miscellaneous:

- In September the Lawaetz Foundation and the advisory council of the district organized a well-attended information event in a tent on Lohbrügger Markt in order to create awareness about projects of social district development.
- In autumn 2003 a new issue of the district newspaper "LoNo-Info" was published.
- The working group "AG migration" which had been founded in the district, continued its work in cooperation with "Mottenschau" to produce a video film about the life of migrants in Lohbrügge-Nord. Completion: at the end of 2004.

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Quarter Development in Schnelsen-Süd (district of Eimsbüttel) □



Active in quarter development: Kirsten Sehgal and Ulrike Jakisch



Much space to play in...

Within the social district development program in Hamburg the Lawaetz Foundation has conducted quarter development activities in the district of Schnelsen-Süd since 2000.

Schnelsen-Süd lies in the northwest of Hamburg, and it was built up during the seventies as part of a government-supported low-cost housing scheme. About 3,000 people live in this district which is characterized by high unemployment figures, a high percentage of people who are on a low income or income support, a high proportion of foreigners, deficits in education, criminality.

It is an explicit aim of quarter development to improve the quality of life within the district in cooperation with the inhabitants. Therefore, at first, contacts with the inhabitants had to be established. This was successful and has led to an active and regular participation of about 150 inhabitants who take part in informal events and who are also active in the advisory council of the district and in the financial circle. Exceptionally high is the participation of foreigners from various countries. We and the inhabitants, too, regard this as an enrichment.

These were the priorities in 2002:

- further integration of active inhabitants with the intention to give and to spread information
- moving into the newly constructed district office
- project development in relation to "profession and occupation"
- project development with the aim of revitalizing the inner quarter
- public relations (regular publication of the district newspaper "Schnelsener Ansichten", regular district celebra-

tion "International Street Party").

In 2003 our efforts focused on the projects relating to "profession and occupation" and "revitalization of the inner quarter". In addition to that, at the beginning of 2003 a workshop was organized for inhabitants and people working in the quarter. On this occasion, further suggestions were made for the remaining three years of quarter development (until 2006):

- rooms for celebrations in the district
- the opening of an internet café and further educational opportunities
- more sports, leisure and health facilities
- more intercultural and inter-religious exchange.

The district office, in cooperation with other institutions and with the inhabitants, actively supports the further development of these ideas. Internet access for the inhabitants will soon be available on a small scale.

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Quarter Development in Lenzsiedlung (District of Eimsbüttel) □



Active in quarter
development
Martina Stahl



Playing in Lenzsiedlung

We want to work together!

This insight was a result of the workshop "Zukunft Lenzsiedlung" in which many inhabitants and various institutions took part.

Cooperation between most different implementing agencies has contributed to putting this motto into practice, it is the basis for future work.

All the celebrations and their community aspects were regarded by most people as the best and the most important events during the last few years, and this confirms that in quarter development it is appropriate to give priority to communication. Here, the inhabitants' commitment to community development kept growing.

The completion and the opening of the "Bewegungsraum Lenzsiedlung" (play and sports grounds for children and young people) in 2003 was a visible milestone of quarter development in Lenzsiedlung.

Thus, Lenzsiedlung can proudly present itself, and since last summer it can be found on the internet at www.lenzsiedlung.de and on the info screen of the underground train, line 2: When approaching the tube station Lutterothstraße, Lenzsiedlung appears on the screen.

Special mention deserves the excellent and committed cooperation of the family support working group and the activation of people working in an honorary capacity.

Within the fields of labour, employment and local economy small improvements have been made. The industrial estate Deepenstöcken is in the process of being developed (50 % of work completed) and might in future offer jobs to the inhabitants of Lenzsiedlung. The district office has

begun to conduct an analysis of this economic area, and will con-

duct a company survey next year in order to procure job and training opportunities.

For three years the district newspaper "Lenz Live" has been published four times annually, and it is a precious means of communication inside and outside Lenzsiedlung. It is written by one inhabitant on a voluntary basis, and it is edited jointly by members of the district's advisory council and of the district office. It can be found on the website as a pdf.

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Implementation of the Federal Program E&C (Development and Chances) □

In 2003 the Lawaetz Foundation again took part in implementing the federal program "Development and chances for young people in socially deprived areas" (E&C), a project of the Bundesministerium für Familie, Senioren, Frauen und Jugend - BMFSFJ (i.e. German Federal Ministry for Family Affairs, Senior Citizens, Women and Young People). E&C is a partner program of the federal program "Social town". E&C supports the co-operation between organizations which offer support and various services such as counselling to young people, on the one hand, and other relevant actors within the quarters, on the other hand. In this way the development and consolidation of regional networks will be supported.

In June 2003 a regional specialist conference for the north-western Länder Bremen, Hamburg, Lower Saxony, North Rhine Westphalia and Schleswig-Holstein was planned and organized in the Ottensen community and cultural centre "Motte". Under the heading "sustainable structures within the district - activation, participation and networking as an ideal solution?" participants tried to find out how sustainable structures could be created at the intersection of organizations offering support to

young people, on the one hand, and quarter development, on the other hand; structures that will last even after the end of a quarter development scheme.

The positive response to an event which was very well attended by 90 participants shows that there is great interest to discuss this issue on a trans-Länder and on a Länder-specific level.

The documentation of this specialist conference can be downloaded as a pdf from the website of the Lawaetz Foundation.

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The Cooperation Project under ESF Article 6: Chances and Risks within New Fields of Work of the Information Society: The Example of the Multimedia Sector □

As a project partner of the university of technology Hamburg-Harburg (TUHH) the Lawaetz Foundation's research, development and evaluation department takes part in a project which tries to combine empirical research with dialogues between specialists and practitioners of the multimedia sector with reference to tendencies on the regional labour market. The empirical research component includes secondary analyses, surveys of companies and experts, and this is done by the TUHH; the so-called dialogue component (which includes the organization of conferences and the deduction of implications for the regional labour market) is supported by the Lawaetz Foundation.

In June 2003 an international specialist conference, entitled "New media - new jobs?" took place. The Lawaetz Foundation provided organizational support and technical input (on the subject: policies to combat segmentation under the European employment strategy) to this conference.

The Lawaetz Foundation also had the mandate to con-

duct the on-going project evaluation and, in this capacity, monitored the meetings of the project advisory council in 2003. With the submission of the final evaluation report on the dialogue process which accompanied the project, the Foundation's mandate in this project ended in December 2003.

This report can be downloaded from the website of the Lawaetz Foundation.

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A Qualitative Investigation of the Expectations towards the Restructuring Process within the "hamburger arbeit Beschäftigungsgesellschaft mbH" (hab GmbH) □

In 2002 the Lawaetz Foundation's research, development and evaluation department had begun to monitor the quality of the ongoing organizational development process within hab GmbH with regard to the restructuring of the production and services divisions. The focus of the study which was commissioned by the management of hab GmbH is to find out and to summarize the opinions on and the expected effects of reorganization from the point of view of the employees within the sector teams and the labour agency.

During 2003 expert interviews were conducted with all leading members of the regional teams, with the representative of quality management and with the pedagogical head of the production and services divisions of the hab GmbH. The results of this survey and of the one which was carried out in writing in 2002 were summarized in a final report and presented to the management of hab GmbH in December 2003.

This work as well as the results of the survey were well accepted by the client and both are used, inter alia, as elements of the internal quality management of hab GmbH.

The report, owned by the client, has not yet been published.

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The On-going Evaluation of three Regional EQUAL Development Partnerships in Bremen and Bremerhaven (First EQUAL Support Round) □

In November 2003 the Lawaetz Foundation's research, development and evaluation department was commissioned to evaluate the EQUAL development partnerships HB/1 (adaptability for migrants and small or medium-sized companies), HB/2 (improved employment opportunities for migrants) and HB/3 (equal opportunities for immigrated men and women) in Bremen and Bremerhaven. The client is the EQUAL management assigned to the Bremen senator for labour, women, health, young people and social services. The project is scheduled for 20 months (from November 2003 until June 2005), and it contains the evaluation of the implementation of measures within the framework of the development partnerships as well as advice on quality and assessment measures for altogether 41 partial projects.

As a first step in December 2003, the study design for the on-going evaluation was defined, the aims, methods, instruments and the timetable of each step were described in detail. The first interviews of project promoters and other

actors were also conducted in November/December. Already on December 4th, 2003, on the occasion of an important EQUAL specialist meeting, the team of evaluators came up with a workshop input on the subject of qualitative aspects of implementing the development partnership HB/2.

The study design as well as the documentation of the workshop input have been published on the website of EQUAL in Bremen (www.equal-hb.de) and can be downloaded.

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The Administration of Funds for the Community Initiative EQUAL □

The Community Initiative EQUAL is a transnational program of the European Union. Its aims are to prevent and to combat unemployment, to develop human resources and to support lifelong learning as well as the professional and social integration of disadvantaged groups. At the centre of EQUAL are the so-called development partnerships in which relevant actors of the labour market develop a common approach to combating inequality and discrimination within the labour market. In Germany, the Federal Ministry of Economics and Labour is in charge of implementing the Community Initiative EQUAL.

Since June 2002 the Lawaetz Foundation has functioned as the administrator of funds for both of the Hamburg development partnerships "Elbinsel Hamburg" and "Qualifizierungsoffensive für Asylbewerber/innen und Flüchtlinge", each of them including about 15 partial projects. The focus of the Foundation's work in this capacity is the support of development partnerships in

- drawing up and pre-checking the funding requirements to be included in the financial records
- collecting, pre-checking and aggregation of the revenues and expenses actually received or incurred and of the co-financing arrangements at fixed dates
- pre-checking of the annual interim claims and the certification of expenditure for factual and arithmetical correctness, and of the eligibility under the ESF.

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The Cooperation Project within the European Community Action Program to Combat Social Exclusion (2000-2006): "Social Indicators and Urban Regeneration" □

The transnational project "Social indicators and urban regeneration" was supported by the European Commission within the transnational exchange program to combat social exclusion (phase 1). The project aimed at the development of indicators which depict and support integration policies on a local, regional and national level. In the future, this work shall lead to a common set of indicators which can be used EU-wide. The Lawaetz Foundation's research, development and evaluation department, as one of the four transnational project partners, took part in implementing phase 1.

In phase 1 of the project (lasting six months from January until July 2003), the subject was to recapitulate experiences of relevant systems of indicators in the member countries involved during four transnational workshops and, based on that, to formulate methodical principles to develop and to implement "tertiary" indicators. In phase II of the project (lasting 24 months, from November 2003) strategies were to be developed and tested to implement social indi-

cators in selected pilot regions. The Lawaetz Foundation was supposed to assist one pilot region in a Hamburg district. Unfortunately, the transnational cooperation project was not approved by the European Commission in a new selection round.

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ESF Art. 6 Project "Employment in the Growing City - New Opportunities for the Disadvantaged" □

The European Commission (Directorate-General for Employment and Social Affairs) has approved a project application submitted by Hamburg's office for social services and families within the framework of the innovative measures according to ESF regulation article 6 (budget line B2-1630 "Local employment strategies and innovation" VP/2001/017).

In view of the planned amalgamation of unemployment aid and income support in Germany, the project serves to develop and to implement a strategy which is innovative and coordinated on a local partnership level and which aims at the social integration of unemployed people who are able to work, but difficult to place. The essential elements of the project are: to improve the basis of information, to establish partnerships on a strategy and project level, to

formulate a strategic frame of action and to test exemplarily selected operative approaches. In the course of the restructuring of authorities after the constitution of Hamburg's new Senate, responsibility for the project has been transferred to Hamburg's office of economy and labour.

Project management support (technical organization, financial administration, reporting) will be provided by the Johann Daniel Lawaetz Foundation. The project will last from December 2003 until November 2005.

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Quality Management within the Lawaetz Foundation □



Wolfgang Kühn

To guarantee the quality of its offers and of its work and to improve them constantly, the Lawaetz Foundation started to introduce a process-oriented quality management system in 1999. The goal was to create a flexible system adapted to the special character of the Lawaetz Foundation, establishing precise obligations, while enabling creative and flexible solutions. Its conformity with the International Standard EN ISO 9000 was certified in December 2000.

and formulate aims for the next year. These results and other data are used within an annual management evaluation for further development of the Foundation.

In almost all fields of work, the Lawaetz Foundation carries out regular customers' surveys by which valuable information is gathered to optimise the service offers and the processes relevant for quality. A survey among members of staff in September 2003 provided important clues for the improvement of internal working and communication processes.

The self-evaluation workshop of the Lawaetz Foundation, conducted once a year, has become a permanent and important part of the quality management within which the teams reflect on their previous work

In spring 2004 the quality management system of the Lawaetz Foundation was successfully re-certificated according to the revised Standard DIN EN ISO 9001:2000.

Wolfgang Kühn, the quality management representative of the Lawaetz Foundation, will be happy to give you further information:

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**The Board of Trustees -
the Supervisory Body of the Lawaetz Foundation □**

In 2003 the board of trustees consisted of the following members (changes which occurred in 2004 have been taken into consideration):

Dorothee Kodra (as the representative of the employees) since February 16th, 2004
 Dr. Thomas Mirbach ((as the representative of the employees) until February 15th, 2004

Inge Ott (from the office of social services and families)
 Honorary doctor Christa Randzio-Plath (as a member of the European Parliament)
 Christoph Reuß (from the office of urban development and environment)
 Matthias Schwark (from the Patriotic Society for the advancement of the arts of 1765)
 Annegret Müller (from the Hamburg job centre) until September 1st, 2003 (there is no photo of her on this page)



Dorothee Kodra



Dr. Thomas Mirbach



Inge Ott



honorary doctor
Christa Randzio-Plath



Christoph Reuß



Matthias Schwark

The Know-how of our Members of Staff - the Lawaetz Foundation's Biggest Asset □

These are the members of staff of the Lawaetz Foundation who implement the Foundation's mandate with personal commitment and specialist know-how in various fields (state: June 2004):

Wolfgang Albrecht (evaluation)
 Cristian Alvarado (increased support to disadvantaged young people in professional training)
 Christel Berger (ESF-PR)
 Katrin Brandt (new buildings)
 André Braun (quarter development Lenzsiedlung)
 Christian Diesener (project development)
 Barbara Ellerbrock (business start-up and project advice)
 Jens Fahsel (business start-up and project advice)
 Monika Fröse-Stoffregen (accounts and personnel department)
 Peer Gillner (evaluation)
 Paul Grzeleski (redevelopment projects)
 Klaus Hagedorn (quarter development Lohbrügge-Nord)
 Ulrich Häntsch (evaluation)
 Peter Havemann (new buildings)
 Ulrike Jakisch (quarter development Schnelsen-Süd)
 Uwe Jochens (in-house lawyer and project leader of the increased support to disadvantaged young people in professional training)
 Werner Jürges (caretaker)
 Dorothee Kodra (ESF consulting)
 Wolfgang Kühn (ESF consulting, QM representative)
 Jochen Kunz-Michel (authorized agent and manager of the advice centre)
 Runhild Mehrkens (ESF consulting and controlling)
 Dr. Thomas Mirbach (evaluation)
 Marlis Mohrmann (ESF, qualified administrative employee)
 Robert Müller (new buildings)
 Simone Müller (article 6 project)
 Gabriele Riemer (qualified administrative employee)
 Sieglinde Ritz (ESF consulting)
 Andreas Röttger (financial controlling)
 Dr. Ulrich Schenck (article 6 project)
 Karin Schmalriede (managing director)
 Rosalinde Schmitz-Böttcher (central secretary's office and EQUAL specialist)
 Kirsten Sehgal (quarter development Schnelsen-Süd)
 Martina Stahl (quarter development Lenzsiedlung)
 Heike Stempfle (specialist for business start-up advice)
 Katrin Triebel (article 6 project)
 Karsten Wagner (new buildings)
 Barbara Weigel (quarter development Lohbrügge-Nord)
 Ulrich Wolff (ESF consulting and accounting)
 Zeliha Yazici (specialist for building projects)
 Gisela Zeisberg (consulting for redevelopment projects)
 Gundula Zierott (business start-up and project advice, ESF consulting)

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www.lawaetz.de
Here you can find inter alia the history of
the Lawaetz Foundation, our fields of
work, but also latest news, publications
and general information on Lawaetz inclu-
ding contact addresses.

Domain for the ESF in Hamburg:

www.esf-hamburg.de
This domain includes information on the
implementation of the ESF in Hamburg, as
for example the strategy document, ESF
contact persons in Hamburg and the pre-
sentation of projects.

Websites of quarter development:

www.lenzsiedlung.de
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www.schnelsen-sued.de
(At these addresses information can be
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