



TRANSITION TO ENTREPRENEURSHIP! HANDBOOK

ABOUT THE PROJECT

CREED Association (Economic Resources and Education for Development Centre) along with our partners ASOCIACION AMIGOS DE EUROPA from Spain, EUROCALETA from Spain, ZDRUZENJE EPEKA from Slovenia and Tinevo Limited Development from UK, organised between 04.12.2017-03.12.2018 the international project Transition to Entrepreneurship! The project is financed by Erasmus Plus Programme, Key Action 1, managed by the Romanian National Agency, ANPCDEFP.

The main objective of the project is to stimulate the involvement of young people with few opportunities in the life of society.

Specific objectives:

1. Raising awareness and promoting positive attitudes towards **social entrepreneurship** among 25 young people with fewer opportunities during 10 days.
2. **Developing entrepreneurial skills** among 25 young people with fewer opportunities from Ro, SP, UK and SL, during 10 days.
3. **Raising awareness** among 25 young people with fewer opportunities **about their active role in social inclusion** during 10 days.

The working methods included presentations, role play, games, BRAINSTORMING, roundtable, research, interviews, Walk and Talk, public speaking, workshops, open discussions, brainstorming, peer to peer education, open space, energisers, learning by doing etc.

This project increased the chances of the participants and their belonging organisation to find alternative ways of getting funds for organising more activities for the children and young people with fewer opportunities.



WHO IS CREED ROMANIA?

CREED is a nonprofit organisation that appeared as a result a Youth in Action, 1.2 National Youth Initiative project in 2009. Established as an organization in a poor rural area, CREED is dedicated to reaching community sustainable development, and we do that by implementing social inclusion activities, help young people understand active citizenship and active participation. We are involved in youth activities ranging from sport to environmental protection, interculturality, media, cultural and promotion of voluntarism in general, and this has lead into making CREED to be the most active youth organization from Neamt county, and the catalyst for civil society intervention in the community.

The mission CREED assumed is to contribute to sustainable development, in the economic, social and cultural fields, with an accent on education for increasing social and civic responsibility, active citizenship, tolerance, intercultural dialogue, entrepreneurship and active involvement local communities. For that, CREED is involved in educating young people and adult through formal and non-formal activities, and we develop in class training programmes addressed to young people that need personal and professional development. The values that CREED believes in and promotes are volunteering, political nonaffiliation, quality, transparency, performance and flexibility.

C.R.E.E.D. Romania organizes formal education activities, represented by lectures, seminars, workshops, conferences, trainings, internships, tutoring, and mentoring, as well as non-formal education activities, through youth exchanges, youth activities, mobilities and placement or volunteering programs:

- I. Internships/ Mobilities for high school students, college students and graduates;
- II. Volunteering placements abroad within partner organizations;
- III. Trainings on various topics (project writing, project management, non-formal education, training of trainers in youth and childrens' education, etc.);
- IV. Participation in international projects on various topics (sports, cultural education, childrens' rights, inclusive education, etc.);
- V. Training courses, seminars, workshops and non-formal education activities addressed to all those interested in aspects of personal and professional development (including language courses: English, Turkish, etc.).

For this, we have gathered a team that consist of 6 founding members, 5 associated members and 15 volunteers which are working with us for more than one year. In projects, we also involve people from the community. The expertise we have in our association ranges from project management, comunity development, social work, training and education, to intercultural management, law, theology and finance.

CREED is member in one national Romanian Federation called **VOLUM** and we are very well known on the local market like a strong non profit organisation that works in the comunity for sustainable development.

MEET OUR PARTNERS!

Amigos de Europa is an Association entirely dedicated to the development of youth. Its mission is to stimulate and sustain young people's active, civic and responsible participation to the educational, social, cultural and economic environment of the communities they live in. Amigos de Europa concentrates its efforts on activities with clear objectives, such as the development, support and reinforcement of the counseling, informing and forming processes of the target generation, in a European context. For its well-functioning, this association relies on the principles of responsible volunteering, self-motivation and self-determination, active civic participation, taking initiative, involvement and cooperation, adaptability, continuity, competence, competitiveness, friendship, mutual respect and support, democracy, transparency, equity, legality, durability, social dialogue, tolerance, versatility and non-discrimination.

The objectives of the association:

To favor the integration and the relationship between young people of different countries.

Promotion and involvement of young people in projects that help them develop themselves on a personal and professional plan (local, national, European programs)

Promotion of the Andalusian Culture abroad

Promoting a critical spirit among the Andalusian and European youth

Encourage the integration of young Andalusians into the national and international labor market

Amigos de Europa Association is an umbrella organization, that works with young people from 17 municipalities from Spain, thus we reaching a wide range of young people throughout our projects.

All our projects are taking place in small and medium towns, villages of Andalusia in order to reach young people with fewer opportunities.

We offered the possibility to more than 200 youngsters to participate at international projects, being a partner in more than 50 projects abroad. So, we have a wide experience in preparing the young people to attend this kind of projects that help them increase their self esteem, as well as their motivation to participate in nonformal education projects. In order to achieve that we organise different sessions where we promote to youngsters the opportunity to attend this kind of activities.

Amigos de Europa can be found online at www.amigosdeeuropa.com

AMIGOS
DE
EUROPA

EUROCALETA is a NGO from Cádiz (Spain) set up by youngsters. We work, mainly, in the youth field, giving young people the opportunity to travel abroad and participate in international activities, widening their minds, discovering new cultures and languages.

Our main goal is to give young people with fewer opportunities the option to participate in European projects, different training courses and volunteering activities. We firmly believe that non-formal education is the way to improve abilities and skills of young people in order to increase their employability. We pursue bigger objectives such as being able to assess and giving recognition to those skills and abilities gained through non-formal methods, and creating a network of organizations willing to work with the same approach to current problem of youth unemployment.



As NGO, we also work in several fields related with having a healthy lifestyle, promoting healthy eating but also biological vegetables and fruits production. Having an eco friendly regard as organization we believe that participation of our volunteers and members in Erasmus + projects will be crucial to change the reality of their environment in Cádiz.

We have been involved in several projects in the Youth in Action and Erasmus + program, participating, collaborating and organizing European projects with international NGOs.

Recently we have implemented a Youth Exchange called “Creative Zone” inside Erasmus + where 23 youngsters with ages between 18 to 25 years old youngsters and 8 youth leaders from 6 different countries (Spain, Estonia, Greece, Serbia, Georgia and Hungary) met to debate about new ideas for social entrepreneurship. During the Youth Exchange “Creative Zone” in Cadiz young people have gathered together to learn about social entrepreneurship and address different social issues.

A result of all this is a social entrepreneurship project called “It’s WE” that will address the problem of food waste, lonely elderly people who need company and something to stay busy with, the enhancement of creativity and productivity of youth, as well as the promotion of natural bio-food and growing natural seeds.

ZDRUZENJE EPEKA, SO.P

EPeKa (The Scientific and Research association for Art, Cultural-Educational programmes and Technology) is a Slovenian association. It was the advisory body for the 2012 European Capital of Culture project. EPeKa integrates creators of contents from fields of culture, art, education, science and technology.

EPEKA Association, social enterprise is an NGO active on the field of Culture, Youth, Social Entrepreneurship, Non-formal education, Health, Active participation and Active citizenship, Art, Ecology etc. We are a multidisciplinary organization in the public interest on the field of Culture and Youth. The title is granted to EPEKA by Ministry of Culture Republic of Slovenia and Ministry of Education, Science and Sport Republic of Slovenia. Our projects are mostly international in the frame of EU Erasmus+, Europe for Citizens, Creative Europe, European Social Fund etc., but we are also active on national and local level.

EPEKA Association, soc. ent. has got branch organizations in Turkey, Austria, Czech Republic, Serbia, Montenegro and non-formal youth group in Armenia. We are EVS accredited organization and are trying to establish new title on EU level European Voluntary Service Capital or short EVS Capital.

Also we are member of Multimedia centers of Slovenia and we are educating youth and people with less opportunities on the field of ICT.

EPEKA is multidisciplinary organization experienced in the field of non-formal education, entrepreneurship, art, etc. As social enterprise and organization that have established first Roma restaurant – Romani kafenava in Europe, which operates by the principles of social entrepreneurship we are trying to employ people coming from Roma ethnic minorities. On the field of employment and non-formal education we are sharing best practice on local, national and international level.

EPEKA is very experienced organization as we are organizing or being a partner in more than 20 youth projects per year (youth exchanges, trainings, seminars, job shadowings, EVS).

Epeka

Facebook: www.facebook.com/epeka.slovenia

Site: www.epeka.si

TINEVO DEVELOPMENT LIMITED

Tinevo UK is a not for profit company that aims to help young people grow and take the lead in achieving sustainable development of their communities.

Having as objectives personal and professional development of young people, as well as development of local communities, Tinevo militates for an inclusive society, where economic grow and environmental protection are considered alike, and where people, irrespective of social, cultural, economic or educational background are living in peace and a climate of trust, respect and understanding.

The management of Tinevo is dealt with in a professional manner, all the staff being graduates and working in previous business or institutional positions.

TARGET GROUP We work with organization in the field of youth work, employability, culture, education and youth. In general we focus on anyone interested in youth work, social work, employability, entrepreneurship, European issues, migrants and young people with fewer opportunities.

The target group involve people of all ages and backgrounds that want to grow and take the lead in achieving sustainable development, with a focus on BAME - Black, Assian, Migrants, Minorities.

ACTIVITIES

- education, training and seminar;
- international exchanges and work placements
- information, advice and guidance for young migrants and people with fewer opportunities
- English classes
- provide information and counseling to young people
- social entrepreneurship

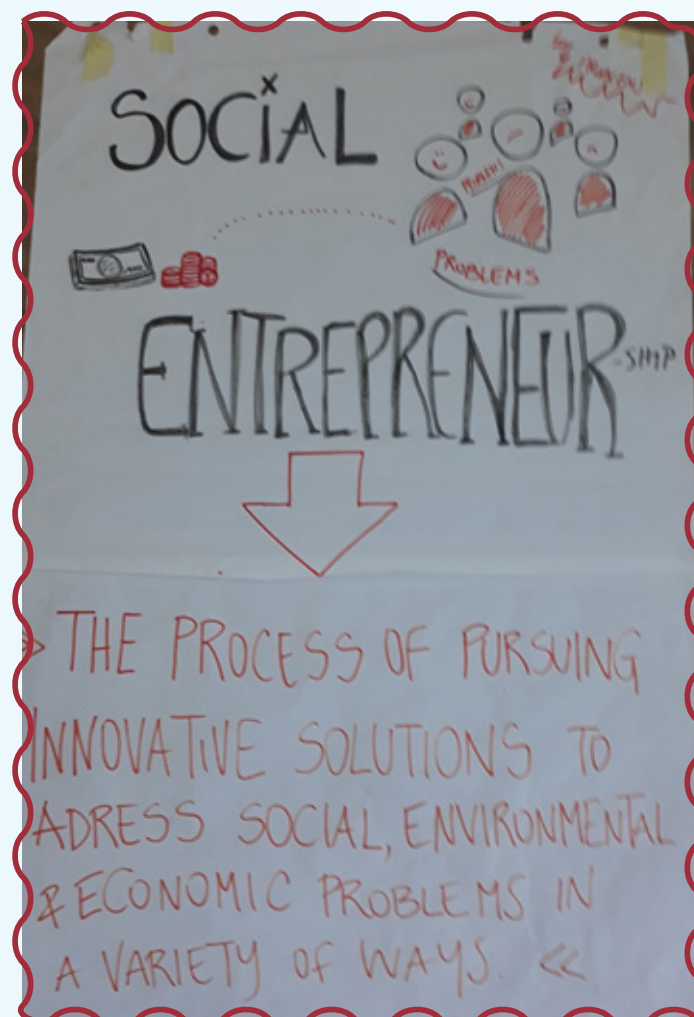
Tinevo is working with young migrants and gives them the opportunity to find the right paths through helping them improve their English and to find a profession that they are interested in. Moreover Tinevo Development is working with other partner organisations from UK that are offering qualifications on Community Development and Youth work in order to help young migrants to become qualified and to find their path in life. One option for the young migrants will be to learn how to set up a social Enterprise and how to manage it.

WHAT IS SOCIAL ENTREPRENEURSHIP?

Social entrepreneurship is all about recognizing the social problems and achieving a social change by employing entrepreneurial principles, processes and operations. It is all about making a research to completely define a particular social problem and then organizing, creating and managing a social venture to attain the desired change. The change may or may not include a thorough elimination of a social problem. It may be a lifetime process focusing on the improvement of the existing circumstances.

While a general and common business entrepreneurship means taking a lead to open up a new business or diversifying the existing business, social entrepreneurship mainly focuses on creating social capital without measuring the performance in profit or return in monetary terms. The entrepreneurs in this field are associated with non-profit sectors and organizations. But this does not eliminate the need of making profit. After all entrepreneurs need capital to carry on with the process and bring a positive change in the society.

The introduction into social economy & entrepreneurship was done through a facilitated discussion in order to reach the definition.



WHY SOCIAL ENTREPRENEURSHIP?

- It brings **new approaches** to community needs;
- It offers creative opportunities to address social / environmental issues, both locally and regionally;
- It provides opportunities for young people to create self-employment and self-employment;
- Gives NGOs (nonprofit organization) **alternatives for revenue generation**;
- Increases entrepreneurs' interest in return and social and environmental impact – and provides an opportunity to join a movement;
- Provides **empowerment and employment opportunities** for people facing barriers in the labor market.



WHO ARE THE SOCIAL ENTREPRENEURS?

Social entrepreneurs can be those individuals who are associated with non-profit and non-government organizations that raise funds through community events and activities.

The social entrepreneur is an agent of change – that is, he or she is inclined to develop innovative solutions to urgent social, economic or environmental problems. He is merging his entrepreneurial skills with his commitment to change and social impact. The social entrepreneur has known or has come into contact with social injustice and is urged to correct this injustice.

The social entrepreneur aims change through alternative ways. He will choose to put his energy into a community project; or work with others to establish a non-profit organization (NPO).

These people are passionate, dynamic, efficient and innovative, and eager to make a difference in the world. Repeatedly, they have proved that small things do matter and can become socially significant and worthwhile.



Social entrepreneurs are working to solve social problems but they are not just concerned with the problem in hand.

They work to **bring change** to the social dynamics and systems that have created and maintained the problem.

They work as **catalysts for social transformation**; in the short term they will create small changes in the system but these changes will work as pressure points to eventually trigger and cascade larger social transformation in the longer term.

Social entrepreneurs are just as innovative and solution-oriented as traditional entrepreneurs. They also build bridges; develop a network of relationships and contacts. In addition, they have the ability to communicate an inspiring vision in order to influence and motivate people around them - partners, team members, volunteers, etc.

Social entrepreneur focus to deliver the best entrepreneurship technique to make the social change and they involve community members to achieve their goal.



SOCIAL ENTERPRISES

The European Commission defines a social enterprise as ***“an operator in the social economy, whose main objective is to have a social impact rather than make a profit for their owners or shareholders. It operates by providing goods and services for the market in an entrepreneurial and innovative fashion and profits are used primarily to achieve social objectives. It is managed in an open and responsible manner and, in particular, involves employees, consumers and stakeholders.”***


A social enterprise is a business that trades for a social purpose. The social aims of the business are of equal importance to its commercial activities, and this combination is often referred to as the ‘double bottom line’. Like any business, a social enterprise focuses on generating an income through the sale of goods and services to a market but the added value of a social enterprise comes from the way in which it uses its profits to maximise social, community or environmental benefits.

Sectors of activity and typology of programs

Economic Development;
Environmental Conservation;
Social Welfare and Human Development;
Arts and Cultural Preservation;
Health;
Agriculture;
Education;
Children and Youth;



HOW TO START YOUR OWN SOCIAL ENTERPRISE?



- Choose a social issue
- Research your issue
- Get a global viewpoint
- Grasp legal structures
- Establish a solid business plan

A business plan should have defined goals and tasks, effective strategies and measurements for success, such as:

- Clearly defining your product or service
- Clearly defining your social objectives
- Your plan for meeting your blended social and business goals
- Your plan for measuring success – both business and social
- Who your customers are and how you plan to reach them
- Marketing channels you plan to use
- Your plan for product development or service delivery
- Your business model (legal structure)
- Your operations plan (where it will be based, who is on your team, how it will work day to day)
- Your financial plan (start-up costs, projected incomes, expenses and cash flow)
- Skills required and staff needed

Remember, a Social Purpose Business is a for-profit endeavour that will be competing with commercial enterprises that are concerned only with financial returns.

Your business plan needs to engage and convince stakeholders, investors and funders.

It will also help you clarify in your mind what steps to take. It should be no more than 20 pages maximum, and should help you clarify the following questions:

- Your vision: How will society change from your business?
- Your mission: What are you aiming to achieve?
- Your goals: What are the aims of the business, and where do you see it in the future?
- Investigate funding options
- Hire the right people

SWOT ANALYSIS

SWOTs are used as inputs for the creative generation of possible strategies, to help businesses successfully launch and sustain their social ventures.

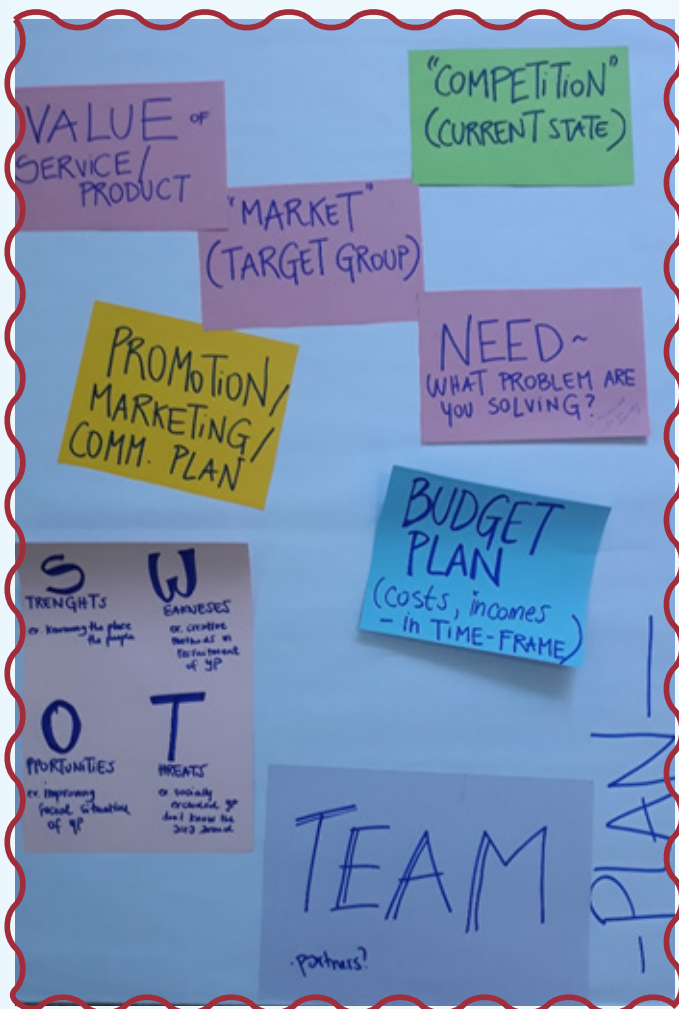
Before using a SWOT analysis, a business must define its goals and objectives.

This is due to the fact that, SWOTs need to be referred to as an objective and cannot exist in the abstract.

Use the USED approach to gain maximum benefit from a SWOT analysis.

Each involved member should ask themselves the following questions:

- **How can we Use each Strength?**
- **How can we Stop each Weakness?**
- **How can we Exploit each Opportunity?**
- **How can we Defend against each Threat?**



Some **possible benefits of social entrepreneurship**:

- To create a stable level of employment;
- Implementing social change;
- Creating inspiring and innovative solutions;
- Working as your own boss;
- No boundary to work on;
- Will help by members of society.

Head is always followed by a tail.

Social Entrepreneurship also has some **disadvantages**.

Some of them are listed below:

- Lack of support and funding;
- Need hard work to get success;
- Social factors will affect to achieve;
- Hard to get trust from others;
- Need to maintain accountability.

ERASMUS FOR YOUNG ENTREPRENEURS

Erasmus for Young Entrepreneurs

Erasmus for Young Entrepreneurs helps provide aspiring European entrepreneurs with the skills necessary to start and/or successfully run a small business in Europe. New entrepreneurs gather and exchange knowledge and business ideas with an experienced entrepreneur, with whom they stay and collaborate for a period of 1 to 6 months.

Erasmus for Young Entrepreneurs is a European business exchange programme for entrepreneurs.

It provides practical and financial assistance to newly established or would-be entrepreneurs wishing to spend some time abroad with a host entrepreneur. Thanks to the programme, new or would-be entrepreneurs acquire the relevant skills for managing a small or medium-sized enterprise, and experienced businessmen or women gain fresh perspectives and international cooperation opportunities.

Eligible entrepreneurs are those in the early stages of their business start-up (new entrepreneurs) and experienced owners or managers of a micro or small enterprise (host entrepreneurs).

The term **“new entrepreneur”** includes both nascent entrepreneurs, who are firmly planning to start their own company in the coming months, or those who have already set up their own business in the last three years. Whether planned or already existing, the business can be in any sector. New entrepreneurs must demonstrate a sound educational and vocational background and a viable business idea. They must be a permanent resident in one of programme participating countries and should be able and willing to raise additional funds to cover the costs of the stay that exceed the EU’s grant.

Host entrepreneurs are experienced businessmen or women (i.e. more than three years of entrepreneurial experience, not as employees), ideally owners of a micro or small enterprise (SME) in the European Union or persons directly involved in entrepreneurship at SME board level, abiding by the EU definition of micro, small or medium-sized enterprise. They must be willing to cooperate with the new entrepreneur towards developing his/her entrepreneurial skills and know-how.

For more details on the Erasmus for Young Entrepreneurs program, please consult the program website: **www.erasmus-entrepreneurs.eu**.

YOUTHPASS

Youthpass is a certificate that helps the young people to demonstrate the competencies they gained within a Youth Exchange.

Youthpass is very useful in their future private and professional life, as it's a plus when applying the University, a job, an internship and so on.

There are 8 Key Competencies that can be filled in while reflecting on their Youthpass.

The **Key Competences** are:

1. Communication in the mother tongue
2. Communication in foreign languages
3. Mathematical competence and basic competences in science and technology
4. Digital competence
5. Learning to learn
6. Social and civic competences
7. Sense of initiative and entrepreneurship and
8. Cultural awareness and expression

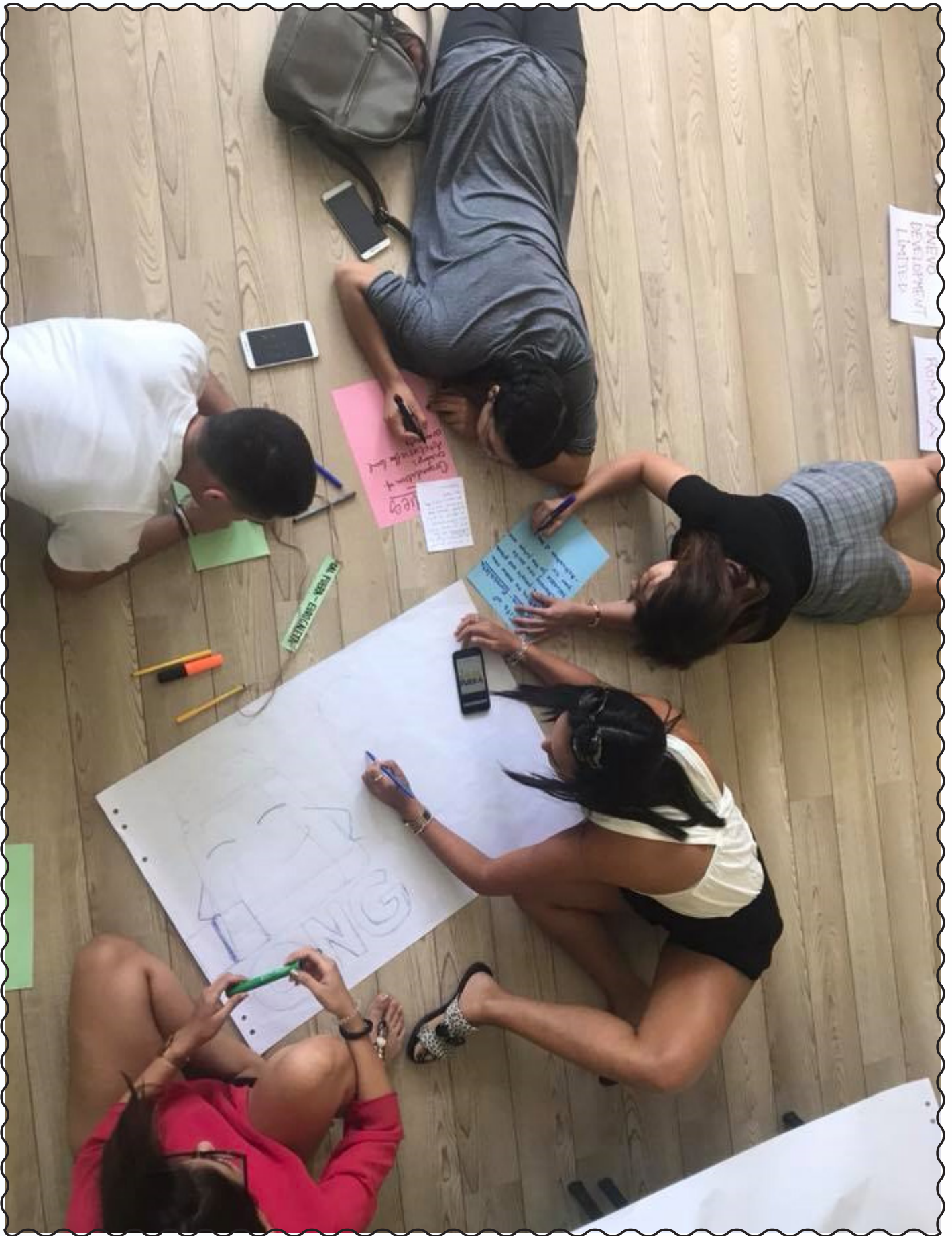


**SOME PICTURES WITH ACTIVITIES
WITHIN
THE YOUTH EXCHANGE
TRANSITION TO ENTREPRENEURSHIP...**









BEST PRACTICE MODEL FROM...ROMANIA

UTIL DECO - PROTECTED UNIT WITHIN THE FOUNDATION „ALATURI DE VOI”

Site: www.utildeco.ro

They have workshops in Iasi, Targu Mures and Constanta, employing people with disabilities and young people infected with HIV;

They make a wide range of small, unique or hand-made series of products and services in the workshops of: liaison-printing-multiplication, handicraft and painting, special event organizing services, IT production / creation, candle making workshops, tailor-made workshops and workshops creation of advertising materials;

In their workshops work full-time 17 people with disabilities and 3 of the vulnerable group.



BEST PRACTICE MODELS FROM THE UK

[Higher Rhythm Ltd](#) - Doncaster's Higher Rhythm, which was set up in 2001 as a recording studio by two ex-college lecturers using their own personal donations, has since grown into a multi-faceted sector leading creative organisation.

[Action for Business Limited](#) was established in 1992 to support economic development and social cohesion in the severely disadvantaged area of Manningham in inner city Bradford.

CASA was established in 2004 to provide essential support services to older and disabled people through developing a franchise network of employee owned social care providers.

Its pioneering model is considered to be the most successful example of social franchising to date.

[Darnall Post Office](#) is run by charitable company Darnall Forum which works for the regeneration of Darnall, one of the most disadvantaged neighbourhoods in Sheffield. They became the first charity in the UK to run a Post Office in a UK city.

Set in the heart of Cawthorne's rural community, [the Cawthorne Children's Centre](#) provides high quality affordable childcare for local working families.

[The Create Foundation](#), a Community Interest Company launched in 2007, provide innovative training and employment opportunities. It helps people who are homeless, marginalised, or vulnerable to rebuild their lives. Working in West Yorkshire, Greater Manchester and the North East, today Create operates premium corporate food services in three locations, a café, and a Good Food Guide listed restaurant.



BEST PRACTICE MODEL FROMSPAIN

APUNTADAS

Site: www.apuntadas.es

Apuntadas is a manufacturing and textile company that works with women at risks of social exclusion.

The company started out as a nonprofit association which ran training workshops for vulnerable women in textile production , with the goal of giving them marketable skills and producing high quality products.

After several years, in 2011 the founders wanted to achieve a greater social impact and decided to become a social enterprise.

Since 2008 Apuntadas has trained 286 women in textile production.

Since 2011, 25 women have accessed a labour market contract via the company and 13 women have been able to enter the labour market on their own.





THE CORE PSYCHOLOGY
of a
SOCIAL ENTREPRENEUR

is someone who
CANNOT COME TO REST
in a very deep sense

U N T I L

HE OR SHE HAS
CHANGED THE PATTERN
in an area of

SOCIAL CONCERN
ALL ACROSS SOCIETY

— Bill Drayton



Erasmus+

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