

**EU
YOUTH
HUB
MODEL
KIT**

EU YOUTH HUB MODEL KIT - a document providing guidelines and information for youth organisations on how to create a nurturing environment to subsequently support young people who have a desire to become socially-responsible entrepreneurs.

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HUB MODEL KIT - MAIN INTRODUCTION

The European Union and many European countries face a challenge in their efforts to tackle the high youth unemployment witnessed today. Entrepreneurship is high on the political agenda and various national schemes are underway to facilitate access to vocational training, entrepreneurial support and start-up funding among the European youth. The unemployed youth are striving to make an effective transition into self-employment or increase the sustainability and competitive advantage of their businesses and social entrepreneurship is one area of business that is on the uptake.

As a result, peripheral organisations, such as private and public youth organisations or NGOs are re-organising their service provision and support structures, to include tools and services (called HUB by project partners) that will help young people getting started with a social enterprise. These organisations are one of the main beneficiaries of this document which combines four partner reports depicting research on: an overview of the definition of social entrepreneurship, national policies and possible services to facilitate the above transition. Moreover, the document serves as a model, thus the name HUB MODEL KIT, providing guidelines and information while focusing on supporting these organisations to subsequently support young people with a desire to become socially-responsible entrepreneurs.

The HUB MODEL KIT will include:

- › definition and European information on Social Entrepreneurship (SE);
- › management guidelines;
- › a list of services needed in setting up a HUB;
- › a list of skills and competences needed by SE managers to establish and operate a social enterprise;
- › a list of training materials needed by the youth organisations who wish to establish a space to develop and promote key competences for social entrepreneurship; evaluation and quality checklist to validate provided services.

This HUB MODEL is an introduction to a practical and hands-on information kit which will facilitate adaptation and implementation in local environments, enabling youth the opportunity to start developing their socially-responsible enterprise projects by gaining new technical and soft skills. The youth (or any) organisations adopting this HUB MODEL will be able to provide soft support such as information, advice, coaching or mentoring, as well as hard support in terms of a physical co-working location. This will strengthen their role in helping young people create their own jobs and increase their employability, hence, the necessity to enhance the capacity of those people (i.e. youth workers) supporting youth and seek to employ their full potential. This empowerment of organisations and people is a direct answer towards the Council of European Union's target to achieve economic and social independence of European youth through further strengthening "social entrepreneurship" as an entrepreneurial model among young people, in a way that can enhance their employability.

The main objectives of this document are:

To develop a HUB model which will be used by youth NGOs and other organisations engaged in youth employment and social entrepreneurship.

To introduce new approaches in youth work and strengthen cooperation in helping youth organisations become stronger, more sustainable, and better able to serve young peoples' needs.

To provide practical tools and guidelines in setting up a HUB in your own organisation.

How to use the HUB MODEL KIT

It is proposed that interested organisations willing to set up a HUB within their own structures, go through the document section by section. The initial sections relate to background information and legal structures set up by various European countries, providing a deeper understanding on social entrepreneurship. This is followed by the training section depicting common competences and skills needed by a social entrepreneur. The next section is more practical in nature and depicts, step by step, what is needed in order to physically set up a HUB within an organisation. Moreover, it presents common services provided by staff. In the conclusion, the document lists HUB quality standard checks, providing a comprehensive guide on maintaining guidelines and standards.

This document targets youth organisations working with young people wishing to develop their business ideas.

We hope you find this interesting.

The HUB Team

DEFINITION OF SOCIAL ENTREPRENEURSHIP

Studies and experts are in agreement that the social entrepreneurship sector needs to maintain a sense of identity and distinctiveness in order for interested people to actively be involved. This sense of engagement which will subsequently guide the development of their services and products towards a social objective.^I

Having the above in mind, the project partners of “European HUB model for Social Responsible Young Entrepreneurs” agree with the following definition of a social enterprise: “A business with primarily social objectives whose surpluses are ethically and principally reinvested for that purpose”.^{II}

Provision of a clear definition and the focus on distinction from other businesses, presents a key challenge faced by the social entrepreneurship sector. Social enterprises need to maintain independence and flexibility to operate in changing economies, especially within Europe’s different national and legal frameworks. This challenge affects social enterprises on multiple levels, ranging from their managers, who need to operate pro-actively and engage with the tensions and obstacles they face in the sector, to the sector itself and how it projects clear distinctions between other sectors, as well as local, regional and national authorities and how they operate with the respective legal frameworks available. In this changing landscape, there is a clear goal: that social entrepreneurship should have a set of core values which guide its development and action.

Europe is viewing social enterprise as a very important driver for innovation, inclusive growth and as a sector whose role is key to tackling the economic challenges faced in Europe. Although social entrepreneurship is not a new concept and has been acknowledged for decades, by the end of 2014 only seven countries in Europe (Bulgaria, France, Italy, Luxemburg, Slovenia, Sweden and the United Kingdom) had the relevant policy framework to motivate and encourage social enterprise development.^{III}

For the above reason and on behalf of the European Commission several studies have been conducted, that resulted in the following definition of a social enterprise: “an autonomous organization that combines a social purpose with entrepreneurial activity”.^{IV}

Moreover, when a definition is in place, it facilitates the identification of missing pieces that, in turn, enables enactment. The European Commission has identified that support structures are under-developed and fragmented, (except in France, Italy and the UK) but major steps in Social entrepreneurship policies are currently under development in several countries.

If social entrepreneurship could be depicted in a diagram, the following from SBI^V integrates three key strands developed and refined over the last ten years by different European academic and policy literature:

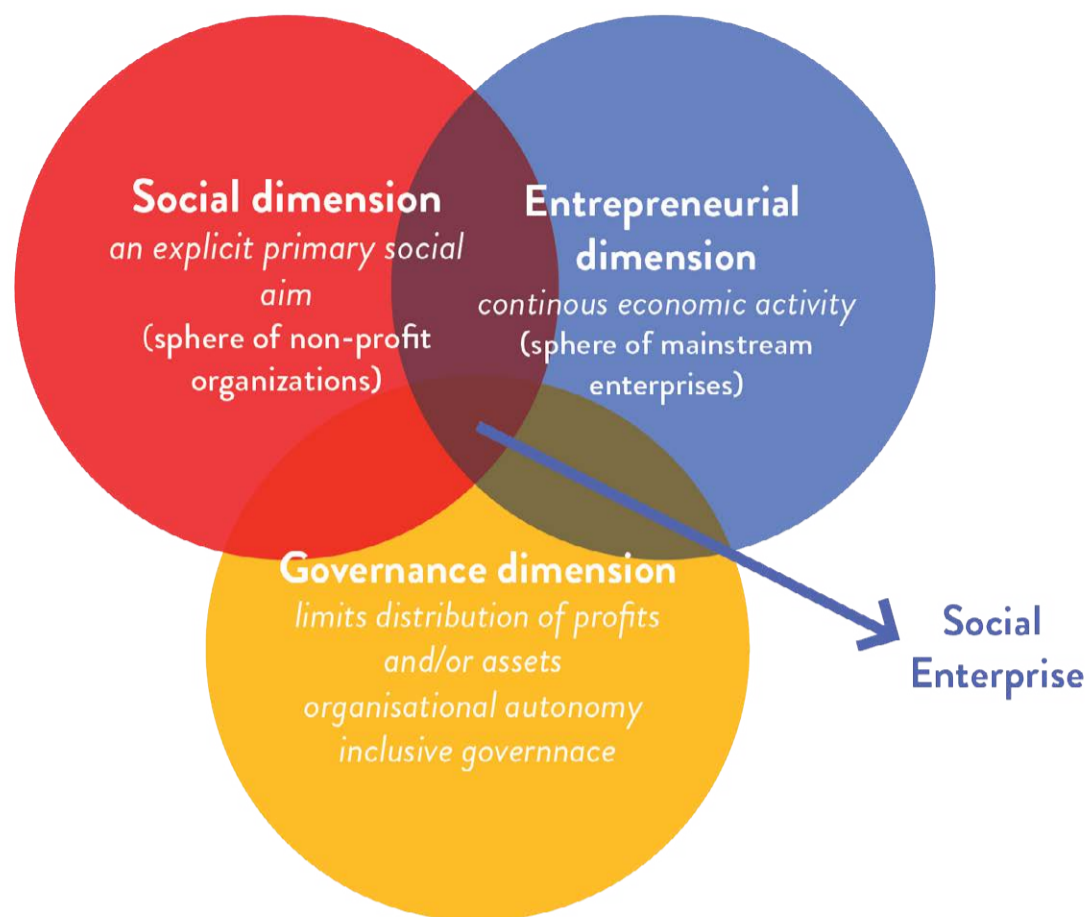


Figure 1: A map of social enterprises and their ecosystems in Europe.

- I The entrepreneurial dimension: the continuous economic activity pursuing a social aim and generation of self-financing.
- II The social dimension: to always work towards a primary and distinct social purpose, this is different from regular mainstream enterprises.
- III The governance dimension: the legal framework and mechanisms that enable the social goals of the enterprise, distinguishing them more from mainstream enterprises and traditional non-profit ones.

In addition to the above diagram, the European Commission has developed a set of core criteria to facilitate potential entrepreneurs to meet and be categorised as social enterprises, these are:

- The organisation must have economic activity: it must engage in a continuous activity of production and/or exchange of goods and/or services.
- It must pursue an explicit and primary social aim: a social aim is one that benefits society.
- It must have limits on distribution of profits and/or assets: the purpose of such limits is to prioritise the social aim over profit making.
- It must be independent i.e. organisational autonomy from the state and other traditional for-profit organisations.
- It must have inclusive governance i.e. characterised by participatory and/ or democratic decision-making processes .^{VI}

This EU operational definition of a social enterprise is available in all 28 EU countries, although varying in degrees of sophistication. What social entrepreneurs need to consider is the fact that the EU operational definition, represents the ideal type of social enterprise. Some additional statistics regarding the 28 EU countries are:

- Twenty countries have national definition of a social enterprise.
- In six countries the social enterprises are not obliged to have an inclusive governance model.
- In the countries that do not have a formal definition, inclusive governance is not regarded as a defining characteristic of social enterprise.
- Italy and Portugal are the only countries where a clear distinction is made in the national definition related to autonomy and that is that autonomy is from the State.
- In Finland, Lithuania, Poland, Slovakia and Sweden, the notion of social enterprise is articulated in national laws and/or policy documents providing a stricter definition.
- Specific social enterprise marks or certification schemes are only available in Finland, Germany, Poland and the UK providing clear and visible identity for social enterprise.

It is imperative, following the definition and the short explanation of social enterprises above, to provide an insight into an overview of social entrepreneurship policy in order for the readership to gain a more comprehensive perspective.

The main aim of this chapter is to describe the background of social entrepreneurship developments on European and National levels. It provides information about the legal and social frameworks and analyses the main historical development, later presenting the evolution of social entrepreneurship within the European and national contexts. In addition, it includes an analysis and common definition of 'social entrepreneurship phenomenon'. The information provided is mainly addressed to social entrepreneurs, youth workers, trainers, stakeholders and decision makers involved in the field of social entrepreneurship.

European context

After 2008, Europe has been seeking ways to overcome the consequences of the economic crisis and to achieve sustainable economic growth in its **Europe 2020** Strategy. The analysis of the European policy documents demonstrates an increase in the legal regulation to define social entrepreneurship, as well as allocations of financial resources for the establishment and sustainable development of social enterprises.

The following **criteria**, which have to be into existence **simultaneously** for an activity to be characterized as a social enterprise, have been outlined in the analysis of the European policy documents and the discussions:

- › **Business initiative** – an economic activity performed by ways of entrepreneurship.
- › **Social objective** – to achieve sustainable social change for a vulnerable group or to provide a solution to a social problem of general importance. The dimensions of this non-profit objective should be clear for each social enterprise (for example: employment, social integration, inclusion, environmental protection, etc.).
- › **Institutional independence** – a social enterprise is not established by/subordinated to a state authority or a municipality in accordance with its founding documents.
- › **Democratic inclusion** – the decisions on the development and the operation of the business initiative are made in view of the desires and the preferences of the representatives of the respective vulnerable group. That is achieved through the internal organizational rules of the social enterprise or through the legal regulations concerning the relevant legal status or business (for example, consumer advice to social service providers).
- › **Transparent management** – social enterprises adhere to general or specific rules of transparency and reporting to society.
- › **Profit reinvestment** – the profit from the operations is reinvested in the respective business initiative on a preferential and regular basis, and is not distributed among individual members. That leads to expansion of the operations and secures a reserve fund in case of crisis. Both the absence of a contradiction between the non-profit objective and the business operations, and the beneficial use of the public resource provided to the social enterprise are guaranteed.

The analysis of the social policies shows that in case of decrease of direct support, there is respectively a decrease in effectiveness, and the sustainability of “successful” models remains reciprocal to the resources invested. This trend can be discontinued only through encouraging innovative social models that overcome unemployment, poverty and social exclusion permanently. Social payments and services, the promotion of education, qualification and skills in various fields, the improvement of access to public services as impact measures have to be supplemented by goal-oriented efforts and resources to maintain forms that could serve as bridges to the primary labour market for the socially vulnerable groups.

It is as a successful solution to achieving effective long-term results that the role of social entrepreneurship is recognized, and such social entrepreneurship is identified at a European Union level as a key instrument for converging the regions and overcoming the problems of poverty and social isolation.

Over the last years there has been a clear European policy for promoting social entrepreneurship as a basic instrument for overcoming the challenges faced by vulnerable groups or solving problems of social significance, including by replacing (or shifting) traditional forms of social support (social services and payments). Most Member-States have adopted the express regulation approach, thus developing a specific incentive policy.

Based on the analysis of the European policy documents, two interrelated trends can be identified in the general European policy towards social enterprises:

- I Increasing legal regulation in view of standardizing the conception of a social enterprise.
- II Planning and setting aside a financial resource aimed at the establishment and sustainable development of social enterprises.

The following diagram^{VII} depicts which countries have legal frameworks and policies in place in the European Union defining social enterprises.

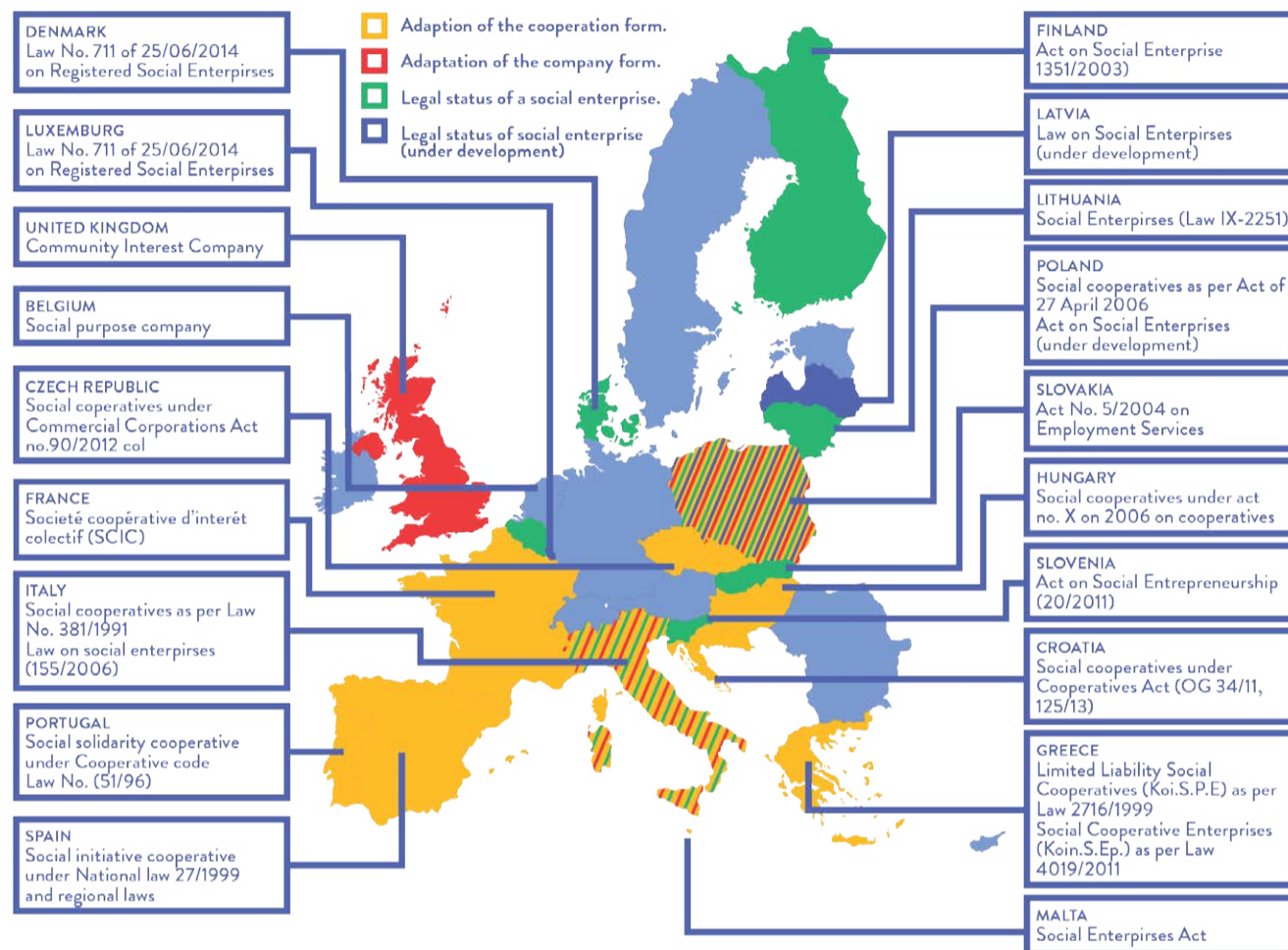


Figure 2: Countries with specific legal forms or statutes for social enterprise

European Union documents promoting the development of social enterprises

- Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions: Social Business Initiative – Creating a favorable climate for social enterprises, key stakeholders in the social economy and innovation, COM (2011) 682 of 25.10.2011.
- Report on the Social Business Initiative, 20.11.2012; INT/606.
- Social Business Initiative – Opinion of the European Economic and Social Committee regarding “Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions: Social Business Initiative – Creating a favorable climate for social enterprises, key stakeholders in the social economy and innovation” COM (2011) 682 final.
- Regulation (EU) No 346/2013 of the European Parliament and of the Council on European social entrepreneurship funds.

- Draft Commission Regulation of 6 October 2011 on the European Union Programme for Social Change and Innovation.
- Opinion of the Committee of the Regions on the European Union Programme for Social Change and Innovation, 27.07.2012.
- Commission Regulation (EU) No 651/2014 declaring certain categories of aid compatible with the internal market in application of Articles 107 and 108 of the Treaty.
- Commission Regulation (EU) No 1407/2013 on the application of Articles 107 and 108 of the Treaty on the Functioning of the European Union to de minimis aid; <http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52011AR0335&from=EN>.
- Commission Regulation (EU) No 360/2012 on the application of Articles 107 and 108 of the Treaty on the Functioning of the European Union to de minimis aid granted to undertakings providing services of general economic interest, 25.04.2012.
- [Communication from the Commission 2011/C 80/3 on the European Union framework for State aid in the form of public service compensation](#), 11. 01. 2012.
- Commission Decision C(2011) 9380 on the application of Article 106(2) of the Treaty on the Functioning of the European Union to State aid in the form of public service compensation granted to certain undertakings entrusted with the operation of services of general economic interest, 20.12.2011.
- Directive 2014/24/EU of the European Parliament and of the Council on public procurement and repealing Directive 2004/18/EC.

Legal regulation and politics in countries involved in the project

In Bulgaria during the last few years, the concepts of development and promotion of social economy and social entrepreneurship are part of EU policy to tackle the social exclusion of vulnerable persons.

The **National Reform Programme** (2011-2015) was adopted within the implementation of the Europe 2020 Strategy and contains goals and policies for the development of Bulgaria in the short and medium term. There are four priority areas in the document concerning social entrepreneurship development, namely: developing of clearer legislation and rules in the field of social entrepreneurship; developing a national concept for active aging; support for the provision of modern social housing for the vulnerable, minority and low-income people and other disadvantaged groups, creating new and supporting existing enterprises in the social economy which contribute to the development of social entrepreneurship in Bulgaria.^{VIII}

The visions and priorities for promoting the development of social economy in our country are included in the **National concept of social economy** adopted in 2011. It follows the priorities of the Europe 2020 Strategy for promoting the social economy to achieve sustainability, economic growth and quality of life (especially among disadvantaged groups). The Concept also developed criteria for the identification of enterprises and social economy organizations to serve as basis for the creation of a favourable (administrative and legal) environment for the development of social enterprises (access to funding, social clauses in public procurement, tax incentives, etc.). The Concept serves as a standard to assist in supporting the development

of social economy and encourage all participants to promote the spirit of social solidarity. According to the Concept, social economy is “both parts of the real economy and of civil society in which individuals and/or legal persons, associations of volunteers or other organized entities do business in the public interest and reinvest profits to achieve social objectives.” The Concept refers the scheme “Social entrepreneurship - promoting and supporting social enterprises - pilot phase” which in 2009 funded 46 projects for the creation of 35 new and support for 11 existing social enterprises. 34 of them are social service providers, 11 are municipalities and one is cooperative.

The **National Youth Strategy 2010-2020** adopted by the Council of Ministers states that Bulgaria should improve the economic activity and career development of young people and promote social entrepreneurship among them. For this purpose, it is necessary to promote public-private partnerships and social entrepreneurship in services for the development of young people. To achieve better realization and active participation of young people in social and economic life it is necessary to create an appropriate and comfortable environment and conditions for school and university education in the field of social entrepreneurship.^{IX}

In 2013 Bulgaria also adopted a **National strategy to reduce poverty and promote social inclusion (2020)** the priority of which is to provide opportunities for employment and income growth through active involvement of citizens in the labour market. Among the proposed ‘concrete’ measures is promoting entrepreneurship, including social entrepreneurship.^X

A long-term **Strategy for the employment of people with disabilities 2011-2020** was also elaborated, which aims to provide opportunities for people with disabilities of working age to effectively exercise their right to free choice of career development, to improve the quality of life for free and achieve full inclusion in public life.^{XI}

In **Greece** the regulation of social entrepreneurship is through **Law on Social Economy and Social Entrepreneurship L4019/2011**. Categories of Social Cooperative Enterprises (Koin.S.Ep.): a) Inclusion b) Social care c) Collective and Productive Purpose.

In **Slovenia** there is an Act on the Social Entrepreneurship (ZSocP), adopted by the National Assembly of the Republic of Slovenia on March 2011. The Act on the Social Entrepreneurship today regulates this field; however, it is not really supportive to its development, since it does not offer any incentives to business entities who register as social enterprise. According to OECD (The Organization for Economic Co-operation and Development) and LEED (Local Economic and Employment Development) the existence of the public sector takes an important role in inhibiting the development of the social economy.^{XII}

The act sets out the definition, objectives and principles of social entrepreneurship activities of social entrepreneurship and employment conditions under which social enterprises engage in activities, the conditions under which legal persons may obtain the status of a social enterprise, the method of acquisition and withdrawal of approval, the specific terms and conditions of social enterprises, records, which is leading in the field of social entrepreneurship and supervision.^{XIII}

Article 3 of ZSocP defines the social entrepreneurship and its objectives:

“(1) Social entrepreneurship constitutes of a permanent activity of social entrepreneurship or permanent provision of other activities under the specific conditions of employment in the manufacturing and sale of products or services on the market, while making a profit is neither the sole nor the main objective of the activity.”

“(2) Social entrepreneurship strengthens social solidarity and cohesion, encourages people’s involvement and volunteering, reinforces the innovative ability of the society to address the social, economic, environmental and other problems, provides an additional range of products and services in the public interest, developing new employment opportunities, provides additional jobs and social integration and professional reintegration of the most vulnerable people in the labour market (the objectives of social entrepreneurship)” .^{xiv}

In the UK there are no general public policies on which, social enterprise can draw exclusively for their activities; for example, work integration subsidies are linked to disadvantaged individuals, rather than the enterprises supporting them. However, there have been some (temporary) specific measures to support the development of the sector, such as finance for the Social Enterprise Unit, and a new programme for emerging health social enterprise. Two major political changes occurred recently which affect the field of social enterprise. First, previous government minister Patricia Hewitt, who was the minister of the Department of Trade and Industry, which had set up the Social Enterprise Unit, has moved to the Department of Health, and set up a new Social Enterprise Unit there, leading to the creation of specific support to social enterprises in this field. Secondly, the original Social Enterprise Unit has been transferred to the Office of the Third Sector (OTS), where it will link up with government responsibilities for the voluntary sector. This could be a major challenge for the social enterprise sector, since so far it has seemed that the large and medium-sized voluntary organisations have not always seen the virtue of subscribing to the social enterprise label, but this governmental transfer also allows the possibility for substantial coalition building with the voluntary sector.

Today social enterprises use a wide variety of legal forms, the most common forms are listed below.

➤ **Community interest company (CIC)**

A CIC is a legal form created specifically for social enterprises. It has a social objective that is “regulated”, ensuring that the organisation cannot deviate from its social mission and that its assets are protected from being sold privately. Legislation caps the level of dividends payable at 35% of profits and returns to individuals are capped at 4% above the bank base rate. CICs can be limited by shares, or by guarantee, and will have a statutory “asset lock” to prevent the assets and profits being distributed, except as permitted by legislation. This ensures the assets and profits are retained within the CIC for community purposes, or transferred to another asset-locked organisation, such as another CIC or charity. A CIC cannot be formed to support political activities and a company that is a charity cannot be a CIC, unless it gives up its charitable status. However, a charity may apply to register a CIC as a subsidiary company.

➤ **Industrial and provident society (IPS)**

This is the usual form for co-operatives and community benefit societies, and is democratically controlled by its members in order to ensure their involvement in the decisions of the business.

➤ **Companies limited by guarantee or shares**

The most common legal structure for standard businesses. Many social enterprises also choose these legal forms because they are very flexible when it comes to governance, and when it comes to getting investment. To ensure a standard company is a true social enterprise it will need to ensure it has a social mission written into its Memorandum and Articles of Association and is clear about reinvesting its profits.

➤ **Group structures with charitable status**

This is a very common legal form for social enterprises. In part, it is common as increasing numbers of charities are moving away from traditional models of fundraising and becoming more business-like in order to ensure their sustainability. Partly it is a result of the fact that tax is an important consideration for some organisations where the retention of surpluses is essential. In these cases, the tax breaks associated with charitable status can be an important factor and mean that having a charitable structure as part of the group is worthwhile.

History of social entrepreneurship concept development in countries involved

Actually, social enterprises are not a novelty **in Bulgaria**. During the times of socialism, there existed factories, especially designed to provide work to people with disabilities. During the time of democratic reforms, however, a number of these factories closed. Now new social enterprises have started to emerge in the conditions of market economy.

Current national policy of promoting social entrepreneurship in Bulgaria is primarily aimed at people with disabilities.

The awareness and recognition of social enterprises among government, businesses and local stakeholders in Bulgaria has improved in recent years, resulting to some extent from the development of the National Social Economy Concept in 2011. It defines social enterprises as businesses which produce goods and services for the market economy and allocate part of their resources to the accomplishment of social and economic goals. Despite that, there is still no specific legal form for social enterprise in Bulgaria. Consequently, social enterprises adopt a variety of legal forms, the three most common ones being non-profit legal entities such as associations and foundations; cooperatives for people with disabilities, and specialized enterprises for people with disabilities.

In general support to the sector in Bulgaria is weak and stakeholders note that social enterprises would benefit from more government funding, targeted assistance through dedicated financial instruments, as well as support from the municipalities, the media and the sector itself. Major barriers experienced by social enterprises when starting up or scaling up their activities include access to finance, a lack of government support and difficulties in accessing markets (including public procurement opportunities).

Despite the lack of legal framework, the practice in Bulgaria shows that there are organizations that promote social entrepreneurship and identify themselves as social enterprises.

However, to make this a sustainable policy that has real results for people it is necessary not only piloting different models, but better institutionalize the legal framework that will stabilize each intervention and will provide long term investment. To this must be added adequate financial incentives policy to ensure, through “positive discrimination”, that “equal chance” with regular business will be provided.

There are no official estimates of the scale of social enterprise in Bulgaria. It is estimated that there are 200 to 430 social enterprises in Bulgaria that meet the EU definition. This estimate comprises specialized enterprises and cooperatives for people with disabilities, enterprises set up by Non-profit Legal Entities (associations and foundations) and workers producers' cooperatives.

National Social Economy Concept seems to be quite close to the EU Operational Definition, with the exception of the governance dimension in some cases. Therefore, existing statistics should provide an adequate idea about the size of the sector in the country. Estimates from different sources are presented below:

- An official statistic of the scale of social enterprises in Bulgaria is forthcoming; unofficially, about 5,000 enterprises self-identified as social enterprises.
- According to the Ministry of Economy and Energy (MEE), which follows the National Social Economy Concept's definition of social enterprises, there are over 2,000 social enterprises (cooperatives) in Bulgaria employing over 500,000 people.
- In 2012, the number of NGOs in Bulgaria was estimated by a USAID report at 35,000, which is an increase from the year before.
- According to another report, there are about 85 social enterprises set up by NGOs in the country.
- In 2012, the number of specialised enterprises and cooperatives for people with disabilities was 131. Such enterprises employed about 1,200 people, including 30 per cent people with disabilities. The online register of the Agency for People with Disabilities, however, includes 125 specialised enterprises and cooperatives for people with disabilities.
- As mentioned in section 3.2.1 above, 808 consumer cooperatives are members of the CCU, with total number of employees amounting to 10, 300 people.

The debate on the social economy and entrepreneurship has been launched strongly in Greece the last decade and has emerged mainly through the implementation of the Community Initiatives EQUAL I -EQUAL II (2003-2009). Already at that time it resulted in partnerships working towards the promotion of employment and entrepreneurship and unemployed persons belonging to vulnerable groups and seeking expansion of their actions following the end of the programmes. Unfortunately, at that time both the legislative framework and financial tools were absent.

It was only in 2011 in Greece a new Law on Social economy and entrepreneurship was created and at the same time a specialized Register for Social Economy developed and incorporated by the Ministry of Labor, which has undertaken a guiding and supervisory role of the new social enterprises. At the same time several funded programmes emerged encouraging partnerships to work towards counseling and training unemployed and vulnerable groups and with the ultimate aim of creating social enterprises locally. The result of these programmes was to create hundreds of social enterprises whose viability is threatened after the expiry of the programmes and the discontinuation of funding.

The concept of social economy in Slovenia is nothing new; origins of the social economy in Europe date back to 19th century whereas it emerged as a response to the economic problems. The field of the social economy in Slovenia has been, according to some authors, slowly evolving for several decades now and has emerged in the late seventies of the twentieth century, based on the idea of the involvement of the civilian population and as an idea of economic activity that is locally directed and monitored. It emerged also as a response to the decline of the demand for labour, which left people, who were already facing with poor job prospects, even more marginalized.

As a foundation of the social entrepreneurship and as its precursor there are mentioned various forms of associations; craftsmen guilds, religious and charitable organizations, various funds and are dated in 13th and 14th century. Later, in the period before the Second World War, the various associations, cooperatives, charities, trade unions, professional organizations and associations also represent quite an extensive network of social entrepreneurship. After World War II socialism supposedly interrupted the tradition of social economy, and in its place established the public sector.

In Slovenia, the operation of the organizations employing people with disabilities has been regulated by law already for many years. Looking from a broader perspective we might say that a large part of the non-governmental sector has always operated on the principles of social economy .^{xv}

The history of the social enterprise movement **in the UK** dates back to 1841 with the formation of the first industrial co-operative society in Rochdale. In a direct challenge to the practice of adulterating food, and over charging workers by fixing weights and measures, the Rochdale pioneers guaranteed quality and value for money and more importantly developed a business structure which allowed those that shopped with them become members and share in the profits of the business, a practice which continues today through every Co-operative store.

In the UK, a resurgence of social enterprise started in the mid-1990s with the coming together of different organisations, including co-operatives, community enterprises, enterprising charities and other forms of social business, all united by the prospect of using business to create social change.

In the UK the accepted Government-backed definition of social enterprise used by the UK social enterprise sector bodies such as Social Enterprise UK comes from the 2002 Department of Trade and Industry report 'Social Enterprise: a strategy for success' report as: "A business with primarily social objectives whose surpluses are principally reinvested for that purpose."

The original use of the term social enterprise was first developed by Freer Spreckley in 1978, and later included in a publication called Social Audit – A Management Tool for Co-operative Working published in 1981 by Beechwood College. In the original publication the term social enterprise was developed to describe an organisation that uses Social Audit. Freer went on to describe a social enterprise as: **An enterprise that is owned by those who work in it and/or reside in a given locality, is governed by registered social as well as commercial aims and objectives and run co-operatively may be termed a social enterprise. Traditionally, 'capital hires labour' with the overriding emphasis on making a 'profit' over and above any benefit either to the business itself or the workforce. Contrasted to this is the social enterprise where 'labour hires capital' with the emphasis on social, environmental and financial benefit.**

Later on the three areas of social, environmental and financial benefits used for measuring social enterprise became known as the Triple Bottom Line.

In the British context, social enterprises include community enterprises, credit unions, trading arms of charities, employee-owned businesses, co-operatives, development trusts, housing associations, social firms, and leisure trusts.

According to Social Enterprise UK “there are approximately 70,000 social enterprises in the UK contributing £27 billion to the UK economy and employing almost a million people.” In contrast, according to the UK government, it is estimated that there were “283,500 social enterprises in the UK in 2012. Allowing for sample error, there were between 217,400 and 349,500.”

Regarding growth in the sector there was a 1.3% increase in the number of SME social enterprises between 2006 and 2012, according to the UK Government. In the past 12 months, 38 per cent of social enterprises surveyed saw an increase in their turnover compared with 29 per cent of SMEs. 38% of social enterprises surveyed saw an increase in their turnover in the last twelve months with -29% of SMEs surveyed by the Department for Business. More than half of social enterprises (56%) developed a new product or service, compared with 43% of SMEs. Two-thirds (63%) of social enterprises expect their turnover to increase in the next two to three years, almost double the number of SMEs (37%).

Area evolving of social entrepreneurship in countries involved

The future national policy **in Bulgaria** to promote social enterprise provides concrete measures, which regardless of their nature (legal, financial, administrative) should be respected and achieved as a result of the following principles:

- promotion and sustainability;
- equal treatment and reduction of administrative burden;
- effectiveness and efficiency;
- coordination and decentralization;
- solidarity and partnership.

In Greece the strategy that has been proposed by the Ministry of Labor following fields such as:

- provide a framework of support and development of Koin.S.Ep;
- provide the necessary start-up capital to support Koin.S.Ep. at their first steps;
- development of financial support services in the short and long term, in order to further expand and develop Koin.S.Ep;
- removing legal and administrative barriers and creating favorable conditions for the development of Koin.S.Ep;
- informing local communities about the benefits of social entrepreneurship;
- developing transnationality actions to better utilize the experience of other Member States.

There are three Axes of implementation:

1st: the support of the social economy by creating central and regional support mechanisms;

2nd: the financial support with grants for Koin.S.Ep;

3rd: the financial tools to strengthen and expand Koin.S.Ep.

The above has not been implemented yet – there is no implementation yet.

In Slovenia Article 5 of the Act on Social Entrepreneurship defines the areas and activities in which a social enterprise should be engaged:

- social security;
- family protection;
- the protection of persons with disabilities;
- science, research, education and upbringing;

- providing and organizing youth work;
- the protection and promotion of health;
- ensuring social inclusion, promotion of employment and vocational training for persons who are unemployed or threatened by unemployment;
- the provision of employment to persons referred to in Article 6 of this Act, including the activity of the work of such employees to another employer;
- organic food production;
- conservation, management and protection of the environment and animal welfare;
- promoting the use of renewable energy sources and the development of the green economy;
- tourism for persons whose living conditions prevent or hinder access to tourist services, in a manner that respects the values of sustainability, accessibility and solidarity (social tourism);
- shopping for socially disadvantaged persons (social commerce) and trade, which ensures the sale of products of small producers in the most economically backward backgrounds on the basis of ethical, transparent and equitable business relationships between manufacturers and retailers aimed primarily at providing opportunities fair remuneration of producers and thus their survival (fair trade) and trade in services and products from the activities of social entrepreneurship;
- culture, technical culture and preservation of cultural, technical and natural heritage;
- amateur sport and physical culture, aimed at recreation and socialization;
- rescue and protection;
- encouraging the development of local communities;
- support services for social enterprises .^{XVI}

Article 6 defines also specific terms and conditions of employment. According to this article, social entrepreneurship also includes engagement in the other activities, not defined above, if they are performed for the purpose of the employment of the most vulnerable people in the labor market, which are:

- people with disabilities;
- unemployed persons with physical or mental defect or disease and thus with much fewer opportunities to recruit or retain a job or progress in employment;
- long-term unemployed (24 months and more);
- unemployed persons so called first job seekers;
- unemployed: over 55 years of age, members of the Roma community, minors without completed basic or lower vocational education, disadvantaged persons (those from custodial sentence, refugees, drug or alcohol addicts, homeless people) .^{XVII}

Social Enterprise **in the UK** is performing well. According to the BBC:

- 57% of social enterprises are predicting growth in the next 12 months, compared with 41% of Small and Medium-sized Enterprises (SMEs);
- 39% of all social enterprises are working in the most deprived communities in the UK, in comparison to 13% of SMEs.

However, there are challenges. The biggest challenges are the Social Enterprises remembering:

- Who are my customers?
- What is the problem we're trying to solve with the business?

The UK Government acknowledges those charities, social enterprises and voluntary are sometimes frustrated by red tape or other problems, or because they don't have the support they need to do their work. They want to make it easier to set up and run a charity, social enterprise or voluntary organisation, and for organisations to get the help and support they need to grow and be able to carry out more of their important work.

Current plans are to remove the red tape and improve regulation by:

- dealing with barriers and bureaucracy identified through the Red Tape Challenge and the Unshackling good neighbours report;
- introducing a new legal structure for charities - the Charitable Incorporated Organisation (CIO) - that will make it easier to set up and run a charity;
- putting Lord Hodgson's recommendations from his review of the Charities Act 2006 into action.

They are improving the support available to Voluntary, Community and Social Enterprise (VCSE) organisations by:

- increasing the number of volunteers, supporters, and partners involved with the sector and helping them to adapt to new challenges through the Transforming Local Infrastructure Programme, the Strategic Partners Fund and the Advice Services Transition Fund;
- raising awareness of the Compact across government;
- helping charities and social enterprises find funding and finance by supporting the Funding Central and Contracts Finder portals.

Additionally, they plan to help the VCSE sector grow its skills and leadership talent, and manage new opportunities and risks better by:

- supporting Dame Mary Marsh's review of VCSE skills and leadership – which reported in spring 2013;
- running Commercial Skills Masterclasses in 2013 - with the help of the VCSE sector and private sector - to help VCSE organisations develop useful commercial skills;
- working with partners to support the sector's digital capability;
- encouraging VCSE organisations to take advantage of community rights - helping communities take greater control of their local area.

Having the above in mind, it is evident that Europe's social enterprises have been active for years but they began gaining momentum as late as 2000, when part of the EU Member-States started introducing legal definitions and characteristics of "social enterprise". In Great Britain, for instance, enterprises that want to be recognized as social have to carry out "a business with a social objective a large portion of whose profit is reinvested in the social mission and structure". In Finland the requirement is that at least 30% of the hired workers should be people with disabilities or long-term unemployed.

Social enterprise is a term that will continue expanding and developing. At this stage it is used to characterize those structures, organizations and enterprises that carry out business activities with the main objective to achieve a social effect and to resolve a specific social problem. Such type of business activities may be divided into two basic forms:

- I Provision of services to people of disadvantaged groups such as access to housing, healthcare, aid for the elderly or the disabled, childcare, access to employment and education.
- II Manufacturing of goods or services with social objective, which includes social and vocational integration through the tools for access to employment of people of disadvantaged groups, more specifically due to inadequate qualification or social or professional problems resulting in exclusion and marginalisation.

The 'needs analysis' performed in the participating countries within the project's framework demonstrated essential differences between Great Britain and the rest of the countries. In Great Britain social entrepreneurship has a decade-long tradition and is a real independent business unity. At this stage social enterprises are only beginning to walk in Bulgaria, Greece and Slovenia, and the part of the State in the development of social entrepreneurship dominates over that of market initiative. In these countries young people's need of further information and training in how to develop their entrepreneurial skills and social enterprise management skills is evident. With a view to elaborating the relevant tools, it would be beneficial to draw upon the good British practices that should be adjusted to the respective national contexts in the rest of the countries.

ENTREPRENEURIAL COMPETENCES

Doing “business” is a complex activity, with high demands. It evolves dynamically and rapidly, entraining those who seek to have a successful career in this field. The social entrepreneur is not just an ordinary businessman. Besides leadership and other characteristics to be taken as a businessman, who should stand out in some basic elements such as specific knowledge and skills. Being a social entrepreneur means being an entrepreneur to all intents and purposes, but with “something extra”.

Additionally, when talking about social entrepreneurs (or staff and managers working with/managing social enterprises) we should keep in mind that this group faces particular challenges and needs to overcome barriers such as:

- poor visibility and recognition of the sector, poor understanding of the concept of social enterprise is cited as a major barrier;
- constraints of current legal and regulatory frameworks;
- limited financial resources leading to under developed schemes in EU countries for financial support;
- difficult access to markets;
- lack of business support and development structures, training, and workforce development such as incubators, mentoring and training schemes, investment readiness support etc.;
- absence of common mechanisms for measuring and demonstrating social impact with effect in attracting investors / clients and public recognition.

Considering the above, a manager in the social entrepreneurship sector must have the managerial skills required to operate in a profit-driven world, as well as other skills. Therefore, often a high level of professionalism is required. A manager of a social enterprise in particular is a “community manager”, attentive to the needs of the area, new opportunities, the creation of integrated networks and partnerships with a purpose.^{XVIII}

The mission of the social entrepreneur is to guide (not only manage) an organisation towards development, consistent with the objectives stated in the mission, producing (within it) quality employment and (outside) incisive action to improve a community, a sector or a use of services, defined within its scope of operation. This needs more than technical knowledge, he/she must know how to “see” ahead, take opportunities, how to get things done, essentially a social entrepreneur must be more than a manager, they must be a pioneer.

When we refer to the **knowledge background** of a social entrepreneur or manager, a variety of diverse knowledge can form the starting point. This may include finance-economics, business administration, HR management, marketing and social media marketing, legal studies, social studies, accounting, mathematics, languages etc. This knowledge may help them to perform in business management, and in resource management (HR management, financing, planning and organising a business, basic knowledge about economics and finance, market research capabilities, business planning and theory, marketing).

At the same time the **skills** which a social entrepreneur/manager should have or cultivate include both management and social skill, such as communication (presentation & negotiation skills), money management, networking, leadership, problem solving, team working, collaborating skills, creativity and creative thinking, recognition of opportunities, listening skills, decision making, fundraising skills, stress management and time management, business planning, empathy, individual approach, proactive approach.

All the above will have minimum effect if not combined with appropriate **attitudes** and perceptions that come with a specific role and position, which one could say reflects their worldview and values. So a social entrepreneur/manager must also possess: tolerance and broadmindedness, healthy competitiveness, empathy, emotional and social intelligence, community values, optimism, positive thinking, ethics, corporate culture, sharing knowledge/know-how/ideas, volunteering spirit, awareness of humanitarian ecological, environmentally issues, lifelong learning etc.

For the past six years, the Transformative Action Institute (TAI) has been promoting a curriculum that teaches skills for social entrepreneurs, from in-depth studies of social innovators, they have identified seven important competencies that are essential for success:

1. **Leadership:** These people take initiative and action to solve problems (rather than complaining about what's wrong).
2. **Optimism:** These people are confident that they can achieve a bold vision, even when many other people doubt them. They have a strong sense of self-efficacy and a belief that they have control to change their circumstances.
3. **Grit:** This is a combination of perseverance, passion, and hard work—the relentless drive to achieve goals, complete commitment to achieving their task.
4. **Resilience in the face of adversities, obstacles, challenges, and failures:** When things fall apart, these people rise to the occasion. They thrive in the most ferocious storms. They see failures as valuable feedback.
5. **Creativity and innovation:** These people see new possibilities and think in unconventional ways. They see connections and patterns where few other people would imagine.
6. **Empathy:** These people are able to put themselves in the shoes of others, and imagine perspectives other than their own; this is one of the most valuable qualities for understanding the needs of others whom they serve.
7. **Emotional and social intelligence:** These people are excellent at connecting with others and building strong relationships.

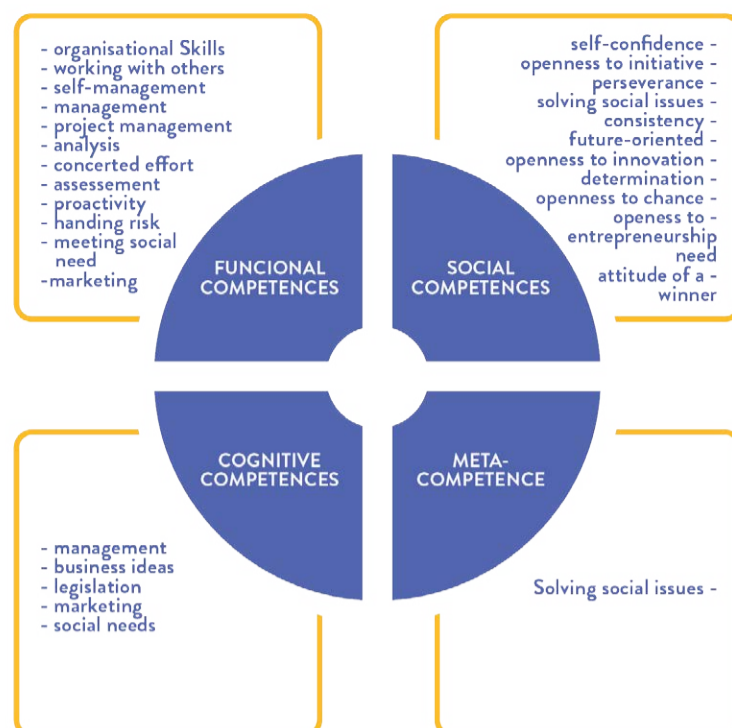


Figure 3: Depicting key skills of social entrepreneurs: XIX

PARTNERS BRAINSTORMING ON THE COMPETENCE MODEL

During September 2016 the project HUB partners organized a week-long training event with participants coming from diverse fields of expertise. When asked for what competences they believed a social entrepreneur needed, the following categories and combination of skills and competences emerged:

Values:

Patience, ambition, resilience, confidence, independence, creativity, social awareness, open-mindedness, transparency, diversity, integrity, empathy, solidarity, humanity, honesty, motivation, a strong moral compass.

Knowledge:

On the legal framework, economics, basic accounting, ability to conduct market research, on the social-economic-political environment, general business management, basic finance, on the internal organisation of a business.

Skills:

Digital skills, languages (foreign and national), negotiation skills, analytical skills, presentation skills, organisation, business planning, resource management, technical skills, writing skills, literacy, numeracy, general business management.

Competences:

Active listening, communication, presentation, Entrepreneurship, problem solving, stress management, creativity, multitasking, patience, teamwork, cooperation, leadership, business acumen, critical thinking, taking initiative, self-reflection, social media competence.

The above reflect real situations and encounters with successful social entrepreneurs in the partner countries (UK, Slovenia, Bulgaria and Greece) and competences displayed in everyday business and HR management.

TRAINING PATHWAYS

In the non-profit sector, especially in the past, we frequently saw the “self-made man” who made gradual progress from the lowest level (volunteer, operator etc.), to taking on the duties of top management by means of internal training and “training on the job”. In recent years, however, we have seen the movement of managerial skills from the for-profit sector to the non-profit sector, such as the development of training pathways (university and post-graduate) to acquire skills in the management of non-profit organisations.

At the same time as a gradual and more influential demand for management skills in non-profit/ social organisations, in order to take on the distinctive features of efficiency, we also see the development of the profile, or part of its skills, through training pathways at university level and in continuing education.

Thus, the education and training of leaders will face many new and unforeseen issues and must be delivered through flexible and mixed methods. Specific models relevant to the social entrepreneurship sector will be required rather than simply borrowing models from the private sector, which can make them appear as users of resources rather than creators of wealth and social capital. For a significant section of the social entrepreneurship sector, developing new structures for participation, democracy and equality will be essential. Development will need to be tailored not only to smaller informal groups but also larger, complex organisations. Here, lifecycle models, which offer various scenarios for strategic development, would be useful to inform the choices of developing social entrepreneurship sector organisations, as would autonomous support agencies operating alongside those wider networks and regional support initiatives.

There are typical skills of the social entrepreneur/ manager which training should develop: international experience; development of relations with for profit companies; organisation and management of the people working within the social enterprise. Therefore, work must be done on the quality of the supply. Solid and reliable training is used on the basics and involves a great deal of practice within social enterprises. Training must use advanced management models based on international standards, and move from the general subject of professionalisation (on which there is widespread agreement) to that of management of results, developing leadership qualities and efficient forms of Corporate Governance, in particular in the relationship between the President and Management.

At the end of this document three training workshop programmes have been elaborated and provided as annexes by the partnership in order to equip training providers with additional tools for training delivery. The training programmes target:

- NEET Youth;
- secondary students;
- youth workers.

The training programmes target possible social entrepreneurs as well as youth workers who work with potential youth wishing to create start-ups.

LIST OF SERVICES OF YOUTH HUB

In order to provide quality services and enable the youth, HUB to be implemented in accordance with the start-up guidelines, the list of services is written, that will enable creation of an HUB. It consists of guidelines for establishing stable infrastructure and also guidelines for designing the program.

With regards to setting up a youth HUB, you can find a lot of detailed and useful information in the sections below. Many may prioritise a functional physical space when starting a HUB, in reality, what must come first is the creation of a community. A community of members, programme creators, supporters and local and national authorities. This community can only be created if you place a HUB into a local ecosystem. Instead of introducing a totally different and new concept, analyse a local micro-environment, identify a demand and create something which is needed. Using communication campaigns, give people in the local community a chance to speak and express their needs. By offering services that a community really needs, they will come to accept, join and support the HUB (even financially). It is unnecessary to start totally independently, find creative and start-up communities which already exist and invite them to cooperate with you. Know your members, first and foremost. Begin with organising a series of non-formal events in some public spaces/buildings, if the attendance on this events is good and stable then you can start looking for physical space and invite this visitor to become HUB members.

When you are looking for lecturers and mentors who will co-create a programme, also try to find a local people. Try to connect with existing business clubs and other organizations.

With local and national authorities it is good to design a Memorandum of cooperation in which you all committed that you will try to do your best to expand social entrepreneurship. Be as precise as possible. Try to implement as many concrete and detailed suggestions, actions and commitments from all sides. Remember that authorities can help with basic infrastructure. They can also buy products from social enterprises.

The infrastructure guidelines for growing a youth HUB

5 P's OF SUCESS	EXPLANATION	DETAILS
The Physical infrastructure	Infrastructure must allow users to welfare. It should be as informal as possible, easy to use and affordable. It must promote creativity it should be inspiring.	<p>Location: The location of HUB is one of the most important things. It is often one of the key factors of success. Above all ensure easy accessibility, preferably ground buildings with a lot of natural light and good transport links - location near public transportation.</p> <p>Lay out: it is recommended that the space is divided into 2 separate units:</p> <p>1st unit: HANGING SPACE: is an open space for people to interact with each other. This space is used also for events. It includes:</p>

- comfortable furniture;
- lots of folding chairs (for events);
- stage;
- laptop, projector, microphone, speakers;
- kitchen with fridge & bar with delicious coffee;
- toilets;
- parking space;
- host -” people connector” who organize different activities (business speed dating, community lunches. ect.) with the goal - to connect people;
- program manager;
- separate office for individual business consulting;
- cleaning staff.

2nd unit: Co-working space: it is a space dedicated to “working mode” for those members who already start their business. It should be separated from “hanging space”, and it could be design like open space or a bundle of separated small offices. It should include:

- WI-FI, desks, chairs and plug ins;
- separate meeting room with LDC screen, flip charts and white boards;
- Skype/phone room;
- maker lab equipped with basic craft tools, making video equipment and 3D printer;
- printer and scanner;
- cleaning staff.

The People infrastructure

The core of each HUB are users/ members. Of course founders of HUB are also important but without sufficient number of members HUB does not have a meaning. To attract users and connect them into the community is the most difficult task for any HUB management. Be aware that the community is formed very slowly and it is often unstable.

The HUB consists of:

HUB members: When you inviting members and building community you should be focused mainly on this two things:

- **The transparency** - the community is always built on trust and transparency builds confidence.
- **Clear and intensive communication of mission of HUB** members must know clearly what they get if they enrol.

HUB operators: for smooth and efficient operation you need to provide the following:

Space Host	Hosts ‘work’ for the space and contribute to all operations and community building efforts.
Community Facilitator	This involves having deep knowledge of the members, their offers and their needs and bringing them together where appropriate.
General Manager	A general manager has overall responsibility for managing the environment, ecosystem and experiences.

		<table border="1"> <tr> <td>Programmer</td> <td>The role involves designing and bringing in the activities and events which offer value to the community.</td> </tr> <tr> <td>Facilitator</td> <td>They help a group of people understand their common objectives and assists them to plan how to achieve these objectives.</td> </tr> <tr> <td>Illustrator</td> <td>A person who draws or creates pictures to capture an idea, message or event.</td> </tr> <tr> <td>Communications</td> <td>Overall responsibility for all communication elements of the Youth HUB.</td> </tr> <tr> <td>Marketing</td> <td>The action or business of promoting and selling products or services, including market research and advertising.</td> </tr> <tr> <td>Designer</td> <td>A person who plans the look or workings of something prior to it being made.</td> </tr> <tr> <td>Mentors</td> <td>An experienced and trusted adviser.</td> </tr> <tr> <td>Peers</td> <td>Other Community Members.</td> </tr> <tr> <td>Cleaner</td> <td>Keeps the space tidy.</td> </tr> <tr> <td>Experienced Entrepreneurs</td> <td>A person who runs businesses, taking on financial risks and hopefully makes profit.</td> </tr> <tr> <td>Baristas</td> <td>Responsible for hosting and making any drinks and managing a café space.</td> </tr> <tr> <td>Events Coordinator</td> <td>The event coordinator aids clients in defining the scope of the event -- the general purpose, number of attendees, date and time.</td> </tr> <tr> <td>Partnerships Manager</td> <td>A partnership manager is the person responsible for developing relationships and work opportunities with external stakeholders.</td> </tr> </table>	Programmer	The role involves designing and bringing in the activities and events which offer value to the community.	Facilitator	They help a group of people understand their common objectives and assists them to plan how to achieve these objectives.	Illustrator	A person who draws or creates pictures to capture an idea, message or event.	Communications	Overall responsibility for all communication elements of the Youth HUB.	Marketing	The action or business of promoting and selling products or services, including market research and advertising.	Designer	A person who plans the look or workings of something prior to it being made.	Mentors	An experienced and trusted adviser.	Peers	Other Community Members.	Cleaner	Keeps the space tidy.	Experienced Entrepreneurs	A person who runs businesses, taking on financial risks and hopefully makes profit.	Baristas	Responsible for hosting and making any drinks and managing a café space.	Events Coordinator	The event coordinator aids clients in defining the scope of the event -- the general purpose, number of attendees, date and time.	Partnerships Manager	A partnership manager is the person responsible for developing relationships and work opportunities with external stakeholders.
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The Purpose infrastructure	<p>The Purpose Infrastructure is about the intangible, but crucial element of growing a HUB – more commonly identified as spirit and values. The reason for its existence and the reason people want to be involved.</p>	<p>Purpose Infrastructure will grow and develop as the EU YOUTH HUB comes to life – there are certain tenants which need to be thought through and understood so the HUB reflects and meets the people it exists for.</p> <table border="1"> <tr> <td>Passion</td> <td>A strong emotion.</td> </tr> <tr> <td>Focus</td> <td>The state or quality of having or producing clear visual definition.</td> </tr> <tr> <td>Mission</td> <td>An important assignment given to a person or group of people, typically involving travel abroad.</td> </tr> <tr> <td>Values</td> <td>Principles or standards of behaviour; one's judgement of what is important in life.</td> </tr> </table>	Passion	A strong emotion.	Focus	The state or quality of having or producing clear visual definition.	Mission	An important assignment given to a person or group of people, typically involving travel abroad.	Values	Principles or standards of behaviour; one's judgement of what is important in life.																		
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	<p>It is the mission element which is central to creating a movement and enabling young people to lead on change in their economy and environment.</p>	<table border="1"> <tr> <td data-bbox="927 290 1146 414">Transparency</td> <td data-bbox="1146 290 1725 414">Being Open, Clear and Honest about all elements.</td> </tr> <tr> <td data-bbox="927 414 1146 515">Goals</td> <td data-bbox="1146 414 1725 515">The object of a person's ambition or effort; an aim or desired result.</td> </tr> <tr> <td data-bbox="927 515 1146 578">Drivers</td> <td data-bbox="1146 515 1725 578">The motivating factors.</td> </tr> <tr> <td data-bbox="927 578 1146 666">Futures</td> <td data-bbox="1146 578 1725 666">The potential and aspired direction of results.</td> </tr> </table>	Transparency	Being Open, Clear and Honest about all elements.	Goals	The object of a person's ambition or effort; an aim or desired result.	Drivers	The motivating factors.	Futures	The potential and aspired direction of results.
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<p>The Payment infrastructure</p>	<p>For long-term development of a HUB, efficient and stable financing model is needed.</p>	<p>There are several possible models / sources for financing a HUB.</p> <p>Public:</p> <ul style="list-style-type: none"> • public contracting from a state or municipality (tenders and direct contracting) as a part of the public service in the field of promoting entrepreneurship, creativity, networking and integration; • grants and subsidies. <p>Private:</p> <ul style="list-style-type: none"> • fee including membership fees - several forms of membership fees can be designed. From basic, which allows only participation on events to advanced membership, which also includes the use of co-working space and participation in all programmes; • private investment - private investors finance operation of HUB to create access to individual talents, talented teams and potential business ideas in which they invest. Thus, HUB becomes an environment where the best staff is developed; • local crowdfunding platform, you can set up your own platform and publish CF campaign on it and can offer a platform also to HUB members, or you can use existing one (if already exists); • trading activity; • rental income on assets; • sponsorship; • donation; • others - including voluntary and in-kind contributions. 								
<p>The Programme infrastructure</p>	<p>This is broken down in detail in a separate section due to its complexity</p>									



Image 1: HUB



Image 2: HUB

The programme guidelines for growing a youth HUB

PHASE OF DEVELOPMENT OF AN IDEA	DETAILS
Idea	<p>In this phase members should be encouraged to observe the world around, try to detect problems people and society have and try to find solution-business ideas.</p> <p>For the purpose of this phase you should organise motivational events where you invite successful entrepreneurs who show their own case studies and deliver the message that it is possible to succeed. Suitable for this phase are events like TEDx conferences. A guided conversation should be organised in the style of “What is the world I want to live in? What do you need to change to get there? Or “If I had the power to change the world, I would do ...”. In these activities use design thinking and lateral and creative thinking. Encourage the participants to communicate as much as possible, share their opinions and work together.</p>
Start	<p>In this phase, it is necessary to deliver in depth consulting for those who find/create their business idea. Consultants offer members information about:</p> <ul style="list-style-type: none"> • how to prepare business plans; • information about tax and other legal requirements; • information about types of companies; • conditions for the setting up of companies; • conditions for getting social enterprise status; • information on funding opportunities.
Establish	<p>Members (individuals or groups) who decided to continue with their business idea and already have a prototype, enter phase 3: ‘Establish’. In this phase a business academy should be organised for them. It consists of several in depth workshops:</p> <ul style="list-style-type: none"> • Workshop about “Lean innovation approach”. <p>Content: learning about basic principles of lean innovation, then designing the first draft of a business model canvas, designing a questionnaire about the problem addressed, designing a questionnaire about the solution proposed, designing a plan for testing (undertaking the questionnaire).</p> <ul style="list-style-type: none"> • Workshop about understanding social and environmental impact. <p>Content: learning about different tools which help entrepreneurs measure their positive impact on society and the environment. Based on these tools, social entrepreneurs design their own key metrics which will help them measure their positive impact.</p> <ul style="list-style-type: none"> • Workshop about creating effective marketing plans. <p>Content: learning about basic principles of marketing, then answering questions like these: How does my brand look like? Which communication channels will I use to let them know that my social enterprise exists? What baits will I offer to my costumers? How will I maintain relationships with my costumers? What is my upsell strategy?</p>

- Workshop about the process of selling.

Content: learning about basic principles of selling, then designing their own 4-step selling guide for personal selling and designing 4-step selling guide for selling on the internet through a web store.

- Workshop about business pitching.

Content: Learning about 180 second 9 slides pitch deck and designing and performing their own business pitch.

- Workshop about finance and investment.

Content: learning about making and tracking a financial plan, learning about different sources of funding, designing their own financial plan and funding strategy.

- Workshop about international trade .

Content: learning about affective approach to foreign markets, designing strategies for entering foreign markets (which market and in what way for example).

EVERY WORKSHOP EXPECTS HOMEWORK!

WORKSHOP DURATION AND FREQUENCY: 4 hours - once a week.

Grow

When they actually start operating - selling their products and services, they enter the 'Grow' phase. These activities should be organised during this phase:

DEMO DAYS: Events where members have a chance to introduce themselves and their work to a wider audience, potential investors and journalists.

COACHING PROGRAMME: in depth workshops and personal coaching dedicated to personal growth, personal mission and vision, overcoming stress, fear and other "blocking" feelings, emotional intelligence, work efficiency and time management. Performed by psychologists and personal coaches.

BUSINESS ANGEL CLUB: a club made up of an accessible group of successful entrepreneurs from a local environment who are willing to mentor HUB members. They could be investors in social enterprises and could introduce potential clients from their network to HUB members.

INVESTOR CONFERENCE TOURS: members should visit investor conferences around the globe as much as possible. Because it is the easiest way to get the investment. HUB can help with collecting invitations, application process and logistics.

Sustain

This phase is crucial for the long term effectiveness of a newly established business. Social enterprises enter this phase when they have already found their business model, conquered a market, achieved a stable structure and are ready to expand into new markets with new products. You can support them with the new knowledge about:

- managing co-workers and talent management;
- hiring new co-workers - talent finding;
- leadership;
- decision making;
- operational efficiency;
- international trade.



Image 3: Workshop



Image 4: Workshop

HUB SERVICES & QUALITY STANDARD CHECK

As described above, the EU YOUTH HUB aims to produce a comprehensive process for youth supporting organisations to set-up, maintain and grow a hub to house social entrepreneurs and social entrepreneurship training. As part of this, this section will provide the EU YOUTH HUB Quality Standard Check to help monitor and evaluate the progress. In order to provide quality services and enable the EU YOUTH HUB to be implemented in accordance with the start-up guidelines, this section outlines the quality standard check form enabling self-assessment of the established programme and its services.

Process

Bridging to the Future proposes to create a quality standard check which comprises of two layers:

- the 4Ps: A checklist of the basic elements good hubs are likely to offer;
- the 3Qs Evaluation Process.

The 4Ps and the 3Qs are based on the experiences of founding Impact Hub Birmingham, of running a business incubator and accelerator for 10 years, of detailed research and conversations with founders and managers of hubs and on research and articles around Hubs.

Our goal is to create a flexible and useable checklist and evaluation approach which will enable organisations to create Youth Hubs which are relevant to the communities they serve, realistic in terms of their capacity and responsive to the changing needs and demands of their socio-economic and cultural environment.

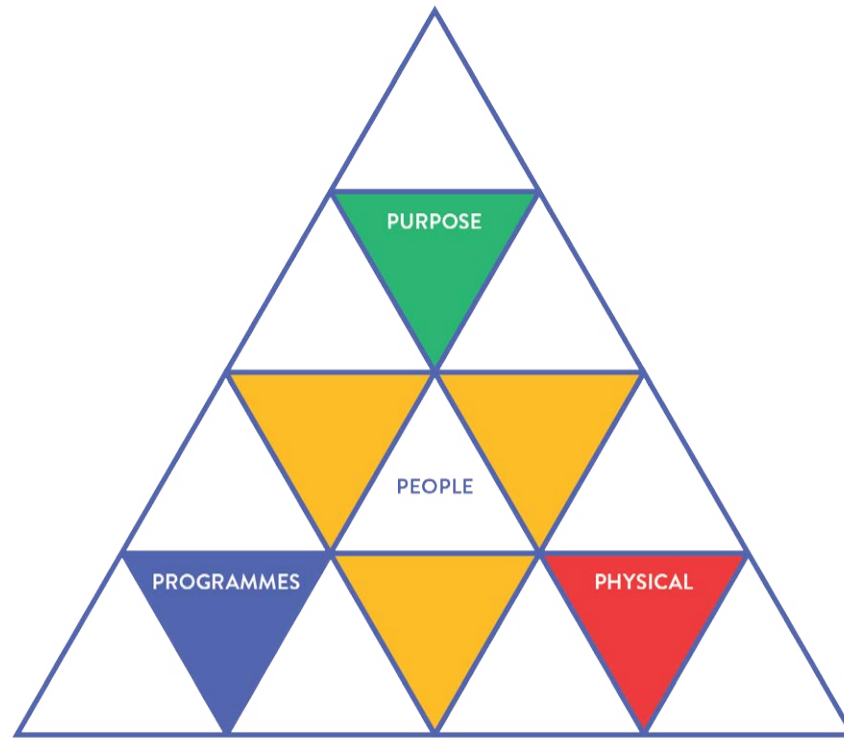
The document is deliberately short on text, to allow easy transfer to new linguistic contexts, and rich in ‘user focus’ to ensure that Hubs are built by and with people, rather than for them.

The 4 Ps of creating an EU Youth HUB

AN INFRASTRUCTURE CHECKLIST FOR GROWING A YOUTH HUB

An EU YOUTH HUB – as a home for young social entrepreneurs and businesses to work and grow from, will naturally reflect the environment and economy it is created in. This flexibility and uniqueness means there is a ‘menu’ of common infrastructure elements which HUBs will have, but not all HUBS will have all of them. We call these the 4 Ps – the physical infrastructure, the programme infrastructure, the people infrastructure and the purpose infrastructure. These 4 Ps create a checklist, and set of guidelines, which EU Youth Hub’s should consider when deciding the type of Hub they wish to create.

The different elements of the 4Ps will be more, or less, important for different organisations and EU Youth Hubs. They are to be seen as a menu of recommendations, where the most appropriate ones are selected and developed in the Hub depending on the focus, mission and context of the YOUTH HUB.

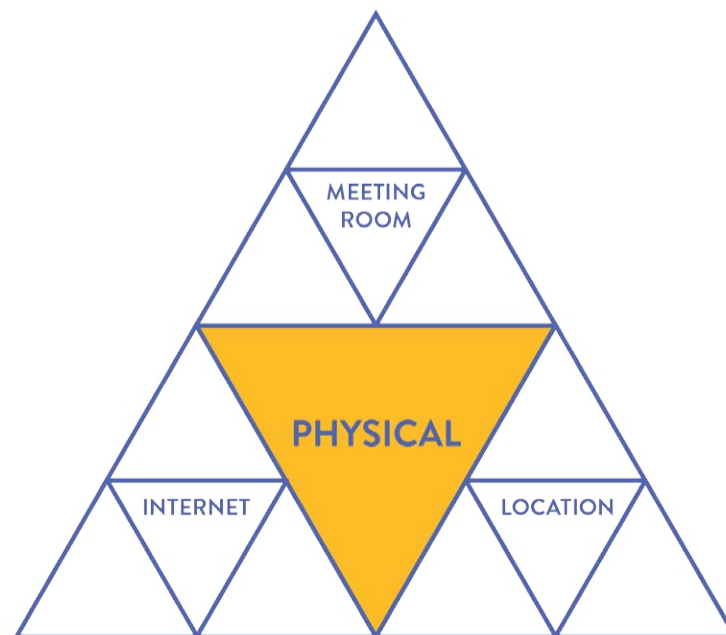


THE 4Ps OF AN EU YOUTH HUB INFRASTRUCTURE

THE PHYSICAL INFRASTRUCTURE

The Physical Infrastructure is the basic, practical and physical thing you will need to consider when setting up a Youth HUB.

WiFi		Location
Laptop		Accessibility
Projector		Range and Threshold concepts
Meeting Room		Complementary organisations/facilities in proximity
Private Office		Competing organisations/facilities in proximity
Printer		Appropriateness of space
Exhibit Space		Legal status
Event Space		Costs
Fridge		Utilities
Café		Air Conditioning
Kettle		Heating
Storage		Toilet
Coffee		Shower
Tea		Sanitation
Post Box		Parking
Chair		Bike Racks
Table		Quiet Zones
Power Sockets		Lighting
Guest Spaces		Security



The Programme Infrastructure

The Programme Infrastructure is the way the EU Youth HUB offers value, learning and development opportunities to the service users. This will likely be a mixture of by, with and at the Youth HUB – so for example:

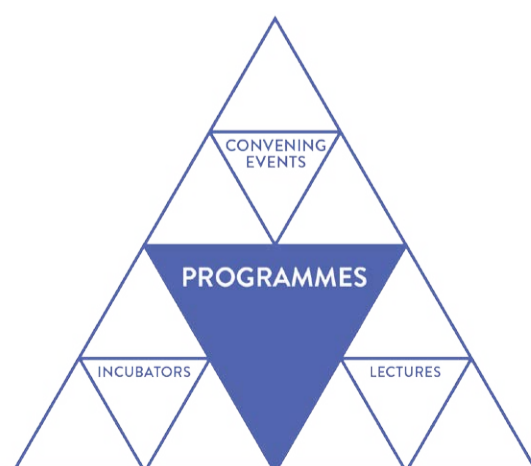
BY The Youth Hub – may be a series of film nights put on by the Youth HUB for members

WITH The Youth Hub – could be a partnership between a HUB and a University which offers entrepreneurship lectures

AT the Youth HUB – may be an accelerator run by a local consultancy using the HUB as a venue for this.

Below are some examples and ideas of programmes delivered in Youth HUBS around the world which can generate income, interest and impact for a YOUTH HUB.

Accelerators	Accelerators are fixed-term, cohort-based programs, that include mentorship and educational components and often culminate in a public pitch event or demo day.
Incubators	An offer which helps new and start-up companies to develop by providing services such as management training or office space.
Lectures	An educational talk to an audience.
Open Enquiries	A peer led investigation into a topic where the end results and goals are unspecified.
Networking	Interacting with others to exchange information and develop professional or social contacts.
Open Mic	A live show where audience members may perform at the microphone.
Programmes which fill knowledge gaps	The knowledge gap hypothesis explains that knowledge, like other forms of wealth, is often differentially distributed throughout a social system.
Programmes which facilitate knowledge sharing	Knowledge sharing is an activity through which knowledge (namely, information, skills, or expertise) is exchanged among people, friends, families, communities (for example, Wikipedia), or organizations.
Programmes which are people focused and run	It means we understand your business is about the relationships you have with your customers, members, users, leads and subscribers.
Project focused offers	An offer, programme or project which responds specifically to certain needs or components.
Idea focused offers	An offer, programme or project which responds specifically to certain ideas.
Convening Events	Events which enable others to come together in a group for a meeting.
Different Levels of Progress	Acknowledging the uneven distribution of knowledge and skills in a cohort and matching delivery appropriately.
New Opportunities	A time or set of circumstances that makes it possible to do something.

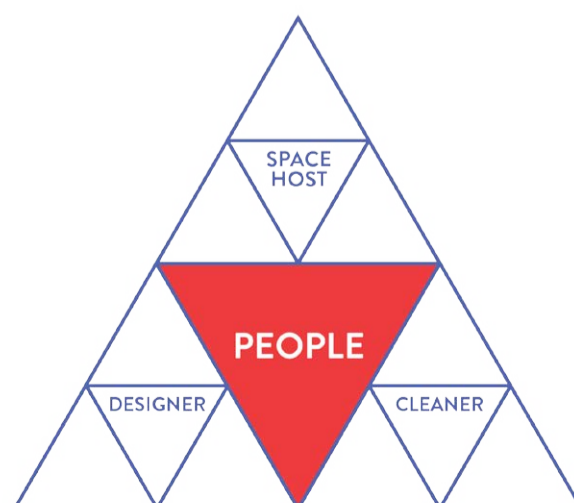


The People Infrastructure

The People Infrastructure refers to the talents, roles, personalities and abilities that a Youth HUB will likely have within its team and community if it is to succeed. They are the social and cultural infrastructures which turn co-working into movements and a space into a community.

The People Infrastructure will be slower to emerge over time, and be heavily responsive to the type of HUB you are aiming to build and the mission of the HUB users and members.

Space Host	Hosts 'work' for the space and contribute to all operations and community building efforts.
Community Facilitator	This involves having deep knowledge of the members, their offers and their needs and bringing them together where appropriate.
General Manager	A general manager has overall responsibility for managing the environment, ecosystem and experiences.
Programmer	The role involves designing and bringing in the activities and events which offer value to the community.
Facilitator	They help a group of people understand their common objectives and assists them to plan how to achieve these objectives.
Illustrator	A person who draws or creates pictures to capture an idea, message or event.
Communications	Overall responsibility for all communication elements of the Youth Hub.
Marketing	The action or business of promoting and selling products or services, including market research and advertising.
Designer	A person who plans the look or workings of something prior to it being made.
Mentors	An experienced and trusted adviser.
Peers	Other Community Members.
Cleaner	Keeps the space tidy.
Experienced Entrepreneurs	A person who runs businesses, taking on financial risks and hopefully makes a profit.
Baristas	Responsible for hosting and making any drinks and managing a café space.
Events Coordinator	The event coordinator aids clients in defining the scope of the event - the general purpose, number of attendees, date and time.
Partnerships Manager	A partnership manager is the person responsible for developing relationships and work opportunities with external stakeholders.

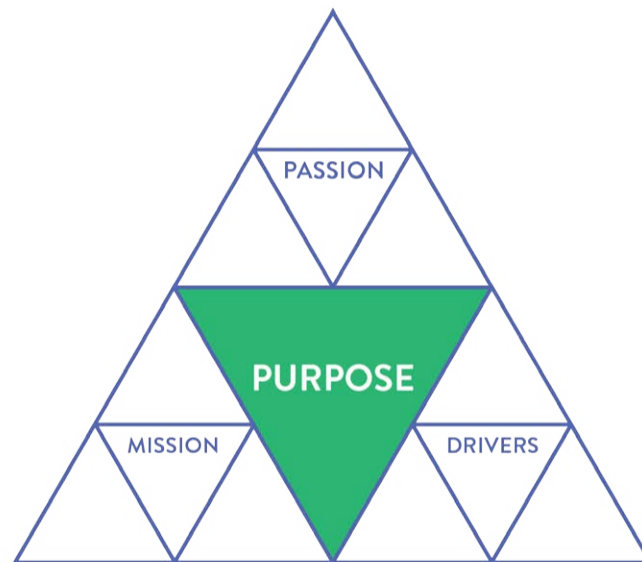


The Purpose Infrastructure

The Purpose Infrastructure is about the intangible, but crucial element of growing an EU YOUTH HUB – it is the spirit and values of a place, the reason for its existence and the reason people want to be involved. It is the mission element which is central to creating a movement and enabling young people to lead on change in their economy and environment.

Purpose Infrastructure will grow and develop as the EU YOUTH HUB comes to life – there are certain tenants which need to be thought through and understood so the HUB reflects and meets the people it exists for.

Passion	A strong emotion.
Focus	The state or quality of having or producing clear visual definition.
Mission	An important assignment given to a person or group of people, typically involving travel abroad.
Values	Principles or standards of behaviour; one's judgement of what is important in life.
Transparency	Being Open, Clear and Honest about all elements.
Goals	The object of a person's ambition or effort; an aim or desired result.
Drivers	The motivating factors.
Futures	The potential and aspired direction of results.



The 3Qs of quality assurance

A USER AND MISSION CENTRED APPROACH TO ENSURING QUALITY IN ALL ELEMENTS OF EU YOUTH HUB DELIVERY

The 3Qs is a simple way for EU YOUTH HUBS to reflect on and ensure the quality of their offerings. It's use is in allowing organisations to dig as deeply as they wish in to their own HUB offering and contexts – it is not to create a bureaucratic and time heavy approach to creating a common or minimum standard. This minimum standard will be decided by the HUB users and local situations.

The 3Qs can be asked about all elements of the 4Ps, and beyond, to ensure actions and objectives are focused on and that everything done by the HUB is building towards the mission.

Q1 – What Is The Purpose of This?

Q1 ensures that the element being quality assured has a reason to exist and that it is meeting this.

e.g.

What is the Purpose of The Wi-Fi?

- To enable HUB users to develop their businesses and grow their knowledge.

What is the Purpose of our entrepreneurship accelerator programme?

- To give younger people a stronger ability and network to launch their own businesses.

Q2 – Who Is This For & Are They Satisfied?

Q2 encourages the EU YOUTH HUB to think about the people, and need, it is aiming to serve and then to consider if they are satisfied and how to make it either more accessible, more appropriate or more relevant to the users. It is especially useful in encouraging service users to join in the reviewing and redesigning of any of the Hub Offers.

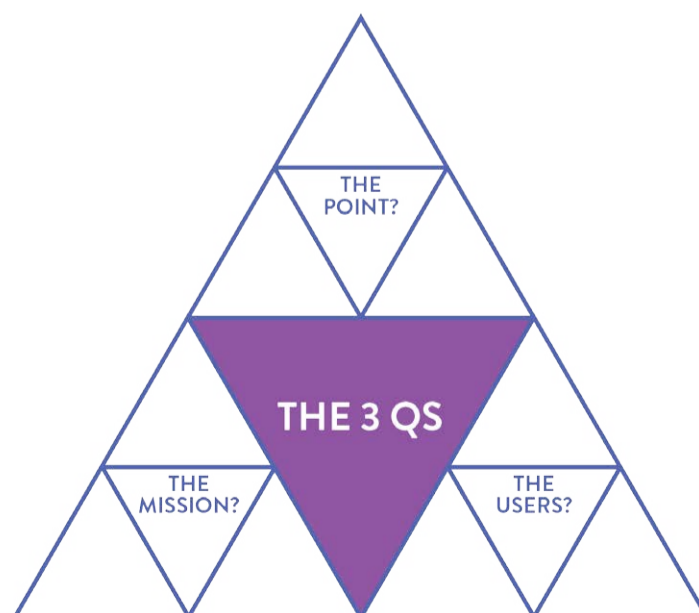
e.g.

Who Is The Wi-Fi For & Are They Satisfied?

- The Wi-Fi is for members, guests and users of the HUB facilities so they are connected to the internet. They will be satisfied if the speed is good and consistent, if they can access it easily and that if it goes down it is back up again quickly.

Q3 – Does This Fit With The Mission Of The YOUTH HUB?

Q3 is the key question that should guide all elements, conversations, decisions and actions of the EU Youth HUB.

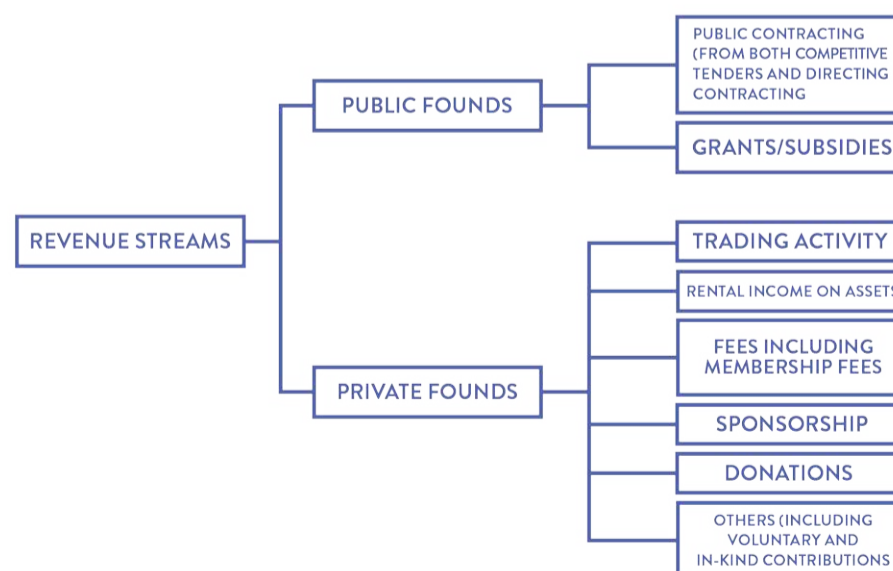


MEMORANDUM OF COOPERATION

In order for social enterprises and organisations to evolve and play the part the society and governments are expecting, a number of issues need to be overcome. It is clear that the European states are building the context to bring social enterprises and the public closer and allow for their activities, including public services, to benefit from cooperation and this is evident in many EU countries. In the UK there have been attempts to create a coordinated national approach through which the aim is to regularise government interaction with the social entrepreneurship sector . ^{XX}

This effort had depicted and identified the need of work on multiple levels, ranging from local and regional authorities being a significant policy implementation player, to national legal frameworks put in place to facilitate social entrepreneurship. For example, there are regions within countries where social entrepreneurship is more prominent thus, regional authorities are more enthusiastic to implement relevant policies and allow for their regions to become strong players and play an important role in economic, social and cultural life. The social entrepreneurship sector is a multifaceted sector in need of careful consideration from policy makers. If policies are to be effective they need to take into account the needs, SE potential and application possibilities of the sector. One major issue worth mentioning is the funding opportunities and procurement schemes in place for the SE sector. This area is still underdeveloped and simplified processes are needed to be put in place.

Smaller SE enterprises struggle to pass criteria set by national governments although they have resources and potential to fulfil and deliver services, leading to the conclusion that the public administrations and SE sector need to collaborate and solve such issues faced. The details of these issues will need to be worked through structures in which social entrepreneurship sector organisations can themselves play a key role. Below a map that depicts revenues streams for social enterprises . ^{XXI}



The above diagram is coherent with the Social Business Initiative launched by the European Commission in 2011. ^{XXII}

The project European HUB model for Socially Responsible Young Entrepreneurs has defined what are the optimal conditions for cooperation between the SE sector and public administration:

- mature market;
- availability of customers;
- mature investments;
- knowledgeable mentors;
- luck;
- a set framework and legal system for SE to operate in;
- relevant information points in the various levels of public administration;
- a mature culture of failure by the social entrepreneurs;
- less bureaucracy and clear processes;
- understanding of the needs and of innovation aspects;
- a helpful and clear tax system related to SE and on a European level to allow for cross-national collaboration;
- public awareness of the SE sector and goals;
- good practice and success stories available for all parties to learn from and to be used as precedence;
- healthy competition, rules and regulations to minimize cases of miss-matching funds, corruption, etc.;
- umbrella support organisation knowledgeable of the SE sector and public administration, clear information points and structures;
- relevant infrastructure i.e. a place to work and share ideas, such as a SE IMPACT HUB;
- availability of specific training opportunities provided by public and private IVET and VET Structures.

ANNEX 1: SOCIAL ENTREPRENEURSHIP TRAINING PROGRAMME FOR NEET YOUTH

PROFILE OF PARTICIPANTS:

NEET (Young People Not in Education, Employment, or Training) which see business opportunities, but do not know how to put their ideas into practice.

OBJECTIVE OF THE TRAINING:

To equip NEETs with knowledge they need in order to develop their own socially responsible entrepreneurial projects/ideas.

METHODOLOGY:

The training is composed by **6 individual 4 hour long (240 minutes) workshops**, that are implemented in **6 weeks time (1 workshop per week)**. The participants are expected to participate to all the workshops. After every workshop the **participants get homework assignments** in order to maximize participants learning, increase their motivation and to highlight the work that was done in each week's workshop.

Recommended number of participants is 6-12.



PROGRAMME OF THE TRAINING:

	Name of workshop	What will I learn at the workshop?
1st WORKSHOP	What is social entrepreneurship?	Theoretical part: The first meeting I will learn what is and what is not social entrepreneurship and how to distinguish from the classical and the socially responsible enterprise. I will learn about relevant legislation and good practice examples from my own country and abroad.
		Practical: Define the positive impact my business idea has on society.
2nd WORKSHOP	How to check if my business idea has potential to succeed?	Theoretical part: I will learn the concept of lean innovation. I will learn how to use a simple tool which allows me to verify the potential of my business idea.
		Practical: I will draft my first business model, develop a questionnaire about the problem I am solving and develop a concrete plan to test my business idea.
3rd WORKSHOP	How to create a successful brand and which are key elements of successful marketing?	Theoretical part: I will find out the basics of marketing, what belongs to the field of marketing and what are free and inexpensive tools that can be used in the implementation of my marketing campaign.
		Practical part: I will design my own marketing plan for my business idea.
4th WORKSHOP	What are the key elements of successful sales?	Theoretical part: I will learn about 4 types of customer, 4 steps for internet sales and 4 steps for personal sales. I will also find out which are the most common mistakes made by beginner sellers.
		Practical: I will create my 4-steps sales plan.
5th WORKSHOP	How to make an astonishing business pitch?	Theoretical part: I will learn how to design an effective presentation of my business idea in 180 seconds. I will get to learn how to create a solid pitch deck.
		Practical: I will create my business pitch
6th WORKSHOP	Demo day + competition	I will show what I have learned during training. I will perform a pitch in front of a jury, potential investors, mentors and visitors of the event. In the end the jury will pick a winner.

ANNEX 2: SOCIAL ENTREPRENEURSHIP WORKSHOP PROGRAMME FOR SECONDARY SCHOOL STUDENTS

PROFILE OF PARTICIPANTS: Students of general or technical secondary schools.

OBJECTIVES OF THE WORKSHOP:

- To encourage students' entrepreneurial thinking.
- To encourage active observing of one's microenvironment in order to identify entrepreneurial opportunities.
- Acquainting participants with the concept of socially responsible entrepreneurship.

METHODOLOGY:

During the workshop participants will be introduced to socially responsible entrepreneurship by reflecting about how to do something useful for others and make a decent living. The reflection will be made by using the "heaven and hell" method which encourages students' critical and creative thinking.

After the introduction to the theme of the workshop the moderator asks participants to think about what their "heaven" local community/environment looks like and how the "hell" local community/environment looks like. Students should write down their ideas on post it notes, which will later be collected and put on large posters in order for everybody to see.

In the second part, participants will form several small groups/teams (up to 5 participants), working on mutual reflections and trying to find solutions to the issues or define ways to reach the "heaven". Each group then make a presentation about it.

DURATION OF THE WORKSHOP: 1.5 hours.

PROGRAMME OF THE WORKSHOP:

INTRODUCTION	Getting acquainted with the notion of socially responsible entrepreneurship (in plenary).
"HEAVEN AND HELL"	Establishing the areas in which socially responsible entrepreneurship can be developed (in plenary).
LOOKING FOR SOLUTIONS / CREATIVE IDEAS	Establishing specific responsible business ideas (work in teams). Selecting ideas and their further elaboration (work in teams).
CLOSING	Presentation of the elaborated socially responsible business ideas.

ANNEX 3: SOCIAL ENTREPRENEURSHIP TRAINING PROGRAMME FOR YOUTH WORKERS

PROFILE OF PARTICIPANTS:

- Youth workers who want to offer support to the users of their programmes in the field of socially responsible entrepreneurship.
- Youth workers which see socially responsible business opportunities within their own organizations, but do not know how to put their ideas into practice.

OBJECTIVES OF THE TRAINING:

- To acquaint youth workers with key business topics and tools they need to master in order to offer their users support in setting up a socially responsible enterprise.
- To equip youth workers with the business knowledge they need in order to develop socially responsible entrepreneurial projects within their own organisations (as an additional offer).

DURATION OF THE TRAINING: 2 day

METHODOLOGY:

Whole process of gaining new business knowledge and skills is based on philosophy “learning by doing”/ learning by working on real cases. That`s why at the beginning the moderator of the training divides participants in entrepreneurial teams. Each team then chooses an idea (real case) to work on throughout all the training. Real ideas/cases could be introduced to youth workers by those who already have an idea or they could be designed on the spot at the beginning of the training. After that moderator begin with lectures about different business subjects. In the end of every subject this theoretical framework is put into practice by every team.

This learning method is every effective because it gives youth worker a real experience of building social responsible business.

PRIOR TO ARRIVAL:

Before the training participants should think about potential business ideas or business opportunities within their own organization and write them down. At the training they present them to other participants and develop it further with the rest of the participants.

PROGRAMME OF THE TRAINING:

DAY 1

TITLE OF THE SESSION	CONTENTS	DURATION
Introduction	Getting to know each other.	8.00 - 8.30
1. What is socially responsible entrepreneurship?	<p>Introduction to what social entrepreneurship is and what it is not, and how to distinguish between “classical” and socially responsible entrepreneurship.</p> <p>Learning about relevant legislation and best practice examples (national and international).</p> <p>Definition of participant’s personal social entrepreneurial ideas and entrepreneurial teams.</p>	8.30 - 12.00
Lunch		12.00 - 13.00
2. How do I check if my socially responsible business idea has potential to succeed?	<p>Introduction to the concept of lean innovation and learning about how to use a simple tool which allows young people to test the potential of their business ideas.</p> <p>Drafting of the first business model and development of a questionnaire about the problem which participants will then try out.</p>	13.00 - 16.00

DAY 2

TITLE OF THE SESSION	CONTENTS	DURATION
3. How to create a successful brand and which are the key elements of successful marketing in socially responsible enterprises?	<p>Learning about the essences of marketing; the key elements of the marketing field; and about 8 indispensable parts of marketing.</p> <p>Designing of a marketing plan for the entrepreneurial ideas of the participating teams.</p>	8.00 - 10.00
4. Which are the key rules of successful product sales in socially responsible entrepreneurship?	<p>Learning about 4 types of customers, 4 steps of Internet sales, 4 steps of personal sales about the most common mistakes beginner sellers make.</p> <p>Designing a sales plan for the entrepreneurial ideas of the participating teams.</p>	10.00 - 12.00
Lunch		12.00 - 13.00
5. How to make a short and effective presentation of your socially responsible entrepreneurial idea or a business pitch?	<p>Learning about what to focus on when preparing presentations of entrepreneurial ideas in 180 seconds.</p> <p>Getting acquainted with a specific presentation frame and learning useful tips on presenting ideas to an audience.</p> <p>Preparation of a 180 second presentations (in teams).</p>	13.00 - 14.30
6. Presentation of entrepreneurial ideas in front of a jury and selection of a winning idea. Final evaluation and next steps.	<p>Performing a pitch in front of a jury, which will then pick a winner.</p> <p>Final evaluation of the training.</p>	14.30 - 16.00

FURTHER READING, SOURCES AND SUGGESTIONS FOR GROWING AN EU YOUTH HUB

What makes a good coworking space?

Explanations of Coworking:

Additional links that will provide further information on coworking.

<http://camdencollective.co.uk/wp-content/uploads/2016/02/Co-working-Guide.pdf>

<http://www.deskmag.com/>

<http://wiki.coworking.org/>

The 10-Step Guide to a Successful Coworking Space

A guide to the 'perfect' coworking space, based on the experience of the coworking space operators and users across Australia, as well as insights borrowed from influencers and thought leaders in the space of collaborative consumption.

<http://www.shareable.net/blog/the-10-step-guide-to-a-successful-coworking-space>

7 Tips for Creating Your Own Coworking Space

Some tips to consider and get you started toward creating an effective and awesome co-work space.

<http://www.entrepreneur.com/article/240002>

Why People Thrive in Coworking Spaces

Interviews with several coworking space founders and community managers, and survey with workers from dozens of coworking spaces around the U.S.A. The regression analysis following the survey revealed three substantial predictors of thriving: People who use coworking spaces see their work as meaningful. They have more job control and they feel part of a community.

<https://hbr.org/2015/05/why-people-thrive-in-coworking-spaces>

What are the most important attributes of a successful coworking space?

Before opening a coworking space, focus on finding 10 people who want it. More importantly, find 10 people who want to be around each other, but don't have a good way to do it. Find 10 people who have a common goal that's bigger than the coworking space. This is a small but attainable goal for the foundation of a community.

<https://www.quora.com/What-are-the-most-important-attributes-of-a-successful-coworking-space>

Coworking 101: A new definition

An additional definition on coworking, follow the link.

<http://www.deskmag.com/en/coworking-spaces-101-a-new-definition>

What makes a good business incubator?

The Entrepreneur's article: Thinking of Joining an Incubator? Check Off These 5 Things First.

Not directly about what makes a good business incubator but how an entrepreneur should choose one.

<http://www.entrepreneur.com/article/235980>

The Forbes's article: Eight Reasons Startup Incubators Are Better Than Business School.

What to look for when deciding to choose a business incubator and therefore things to focus on when designing your own.

<http://www.forbes.com/sites/jjcolao/2012/01/12/eight-reasons-startup-incubators-are-better-than-business-school/2/#46cdc373ad>

Publication: How To Set Up A Successful University Startup Incubator

A 5 page guide from a consultancy about how to create a successful university startup incubator.

<http://isis-innovation.com/wp-content/uploads/2014/11/HOW-TO-SET-UP-A-SUCCESSFUL-UNIVERSITY-START-UP-INCUBATOR-RK2.pdf>

The Tech Crunch's article: 90% Of Incubators And Accelerators Will Fail And That's Just Fine For America And The World

Differences between incubators and startup spaces: Is there any reason why incubators would be different from other startup spaces? Just as we've seen with daily deals, mobile apps and games, it's clear only a few (maybe four or five) will become leaders in the category. The rest will absorb more capital than they can return, shut down, or pivot into something else.

<http://techcrunch.com/2012/10/14/90-of-incubators-and-accelerators-will-fail-and-why-thats-just-fine-for-america-and-the-world/>

A Review Of Research On The Role And Effectiveness Of Business Incubation For High-Growth Start-Ups

Overview of current knowledge on the role and effectiveness of business incubation in supporting start-ups with high growth potential. The purpose of the UK National Endowment for Science, Technology and the Arts (NESTA)-funded research was to review research on models of incubation that have by various metrics the greatest impact on building high growth, innovative firms.

http://www.ifm.eng.cam.ac.uk/uploads/Research/CTM/Resources/12_01_dee_minshall.pdf

The Harvard Business Review's article: The Problems with Incubators, and How to Solve Them

Information on the missing knowledge: There is a very real knowledge gap in the early stage start-up game, on both sides of the table. First-time entrepreneurs lack the seasoning to captain a steady ship through turbulent waters. Inexperienced friends and family (and, increasingly, crowdsourced investors) lack the ability to gauge the viability of a business, or to mentor naïve entrepreneurs. This knowledge gap, I have come to believe, is best filled by savvy incubators. However, there are over 7,500 incubators around the world. Most of them fail.

<https://hbr.org/2013/08/the-problems-with-incubators-a/>

What Support Do Entrepreneurs Need?

Research paper: Guidance supporting Europe's aspiring entrepreneurs.

Policy paper from CEDEFOP: Policy and practice to harness future potential.

www.cedefop.europa.eu/files/5514_en.pdf

Research paper: Meeting entrepreneurs' support needs: are assistance programs effective?

Research paper on entrepreneurs needs: Using data from the US Panel Study of Entrepreneurial Dynamics, the research answers three questions: What are the nascent entrepreneurs' support needs? What assistance do entrepreneurs receive from assistance programs? How do entrepreneurs value the assistance? These are used to determine: effectiveness of assistance programs, defined as the extent to which assistance provided addresses entrepreneurs' support needs; and the impact of effectiveness on perceived value of the assistance.

<http://www.emeraldinsight.com/doi/abs/10.1108/14626001011041283>

The Huffington Post's article: 11 Things Today's Entrepreneurs Need More Support With

Information by the Young Entrepreneur Council (YEC), an invite-only organization comprised of the world's most promising young entrepreneurs. In partnership with Citi, YEC recently launched StartupCollective, a free virtual mentorship program that helps millions of entrepreneurs start and grow businesses.

http://www.huffingtonpost.com/young-entrepreneur-council/11-things-todays-entrepre_b_5621423.html

The Entrepreneur's article: Think Bigger: Social Entrepreneurship's Critical Need for Accelerators

Guidance information for start-up entrepreneurs: Despite all this progress, there's a lot of need for improvement in helping small start-ups scale up to the point that larger funds will consider them. Luckily, the start-up world provides guidance.

<http://www.entrepreneur.com/article/244401>

The Forbes's article: Impact Investing: What Do Emerging Social Entrepreneurs Really Need?

<http://www.forbes.com/sites/echoinggreen/2015/10/05/impact-investing-what-do-emerging-social-entrepreneurs-really-need/#6118314b2ea9>

The Huffington Post's article: Young Entrepreneurs: The Help We Really Need.

http://www.huffingtonpost.co.uk/andrew-pallett/young-entrepreneurs-the-h_b_1320579.html

The Telegraph's article: Britain's young entrepreneurs lag behind rest of world.

<http://www.telegraph.co.uk/finance/newsbysector/energy/10463551/Britains-young-entrepreneurs-lag-behind-rest-of-world.html>

Kurt Lee: "fear of failure" stops youths from chasing an entrepreneurial career.

<http://www.nya.org.uk/2015/01/kurt-lee-fear-of-failure-stops-youths-from-chasing-an-entrepreneurial-career/>

Social Enterprise UK's publication: Start your social enterprise.

http://socialenterprise.org.uk/uploads/files/2012/07/start_your_social_enterprise.pdf

New start-up guide for budding social entrepreneurs

Guide for future social entrepreneurs: a new guide has been published for those interested in starting a social enterprise, like Jamie Oliver's Fifteen restaurant chain, the Big Issue and Cornwall's Eden Project.

<http://www.socialenterprise.org.uk/news/new-start-guide-for-budding-social-entrepreneurs>

What are the Key knowledges and skills of Entrepreneurs?

Critical entrepreneur knowledge dimensions for the SME performance

Paper on knowledge and skills of an entrepreneur: The purpose of this paper is to illustrate the entrepreneurship knowledge construct with its dimensions and its significance for the firm performance via a model. This research attempts to comprehensively examine the criteria for measuring entrepreneurial knowledge performance outcomes in small and medium enterprises. To date no studies developed a set of widely accepted measurement criteria associated to entrepreneur knowledge and firm performance. This paper, therefore, aims to fill the gap.

<http://www.emeraldinsight.com/doi/abs/10.1108/02635570810914883>

Self-Knowledge Makes You a More Effective Entrepreneur

Learn about yourself: Your skills, talent, knowledge, personality, and strengths are your best assets as an entrepreneur. I've extracted many of the following points about knowing yourself from a book aimed at women professionals, called "Career GPS", by Ella L. J. Edmondson Bell, Ph. D., but I see them applying equally well to every entrepreneur, man or woman.

<https://www.caycon.com/blog/2011/04/entrepreneurs-need-to-recognize-their-limitations/>

The 17 Skills Required to Succeed as an Entrepreneur

Description of key skills for entrepreneurs: There's a question that haunts every would-be entrepreneur – and many actual entrepreneurs – every day: "How do I know if I have what it takes?" Yes, the Internet is full of ideas, tips, tricks and even awesome quotes. But do you actually have the skills? Find out -- here are 17 skills every entrepreneur must have to be successful.

<http://www.entrepreneur.com/article/242327>

The Skills You Need to Build a Great Business

Learn how to be successful: It certainly helps to have strong technology skills or expertise in a key area, but these are not defining characteristics of entrepreneurship. In this article, we'll look at the skills you need to be a successful entrepreneur, and we'll explore resources that you can use to develop the traits needed for success.

https://www.mindtools.com/pages/article/newCDV_76.htm

Importance Of Knowledge To A Growing Business

A guide on the basic sources of knowledge available to your business, how you can best harness and exploit this information and how to create a knowledge strategy for your business.

<http://www.infoentrepreneurs.org/en/guides/importance-of-knowledge-to-a-growing-business/>

Business and entrepreneurship skills and experience

Business and entrepreneurship skills and experience affect the propensity of individuals to become entrepreneurs and the likelihood of their success. There is some evidence pointing to the importance of these skills for innovative entrepreneurship. The issue of business and entrepreneurship skills and competencies is closely related to broader questions related to skilled labour, migration and attitudes toward entrepreneurship). Suitable education programmes to help develop entrepreneurial mindsets and company training in entrepreneurship skills are considered critical.

<https://www.innovationpolicyplatform.org/content/business-and-entrepreneurship-skills-and-experience>

ePlatform: Knowledge and e-learning for charities, social enterprises and community groups

www.knowhownonprofit.org

Red Ochre: a social enterprise supporting organisation delivering social change across the UK and worldwide

www.redochre.org.uk

Birmingham & Solihull Social Economy Consortium: a practitioner-led network of agencies and enterprises that supports social enterprise in Birmingham <http://bssec.org.uk/category/social-enterprise-mentor/>

Case studies of working HUBs

<http://www.workhubs.com/case-studies>

<http://www.sharedworkhubs.com.au/>

<http://www.businessgrowthhub.com/case-studies>

<https://www.gov.uk/government/case-studies/the-art-of-the-possible-libraries-as-creative-hubs>

<https://www.googleforentrepreneurs.com/startup-communities/the-north-america-tech-hub-network/>

<http://www.uk-jelly.org.uk/what-is-jelly/>

<http://www.rickiejosen.co.uk/my-community/jelly-for-co-working/>

<http://www.bootstrapcompany.co.uk/enterprise-support/>

<https://growgreenpark.spaces.nexodus.com/en>

<http://www.impacthub.net/stories/>

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http://planipolis.iiep.unesco.org/upload/Youth/Bulgaria/Bulgaria_National_Youth_Strategy.pdf
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<http://www.strategy.bg/StrategicDocuments/View.aspx?lang=bg-BG&Id=790>
- ^{XI} *Strategy for the employment of people with disabilities (2016-2020)*, 2016, Sofia, Bulgaria www.strategy.bg/FileHandler.ashx?fileId=7207
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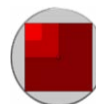
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