

seeds

Social Economy Entrepreneurship Development Skills



A Tool Kit
for developing
Entrepreneurial skills
for NGOs!



Co-funded by the
Erasmus+ Programme
of the European Union

© SEEDS Project 2016. The methods and additional materials presented in this publication are intended for free use, excluding photographs and logos accredited to their copyright holders.

The European Commission support for the production of this publication does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Project co-funded by the European Union.



Social Economy Entrepreneurship Development Skills

The SEEDS Toolkit - Social Economy for NGOs



Content

Introduction 6

Ideology and Ethic

- Entrepewhat? 8

Business Plan

- Fill in the Business Blanks 10
- My First Business Plan 12
- The Competition Factor 14

Marketing and Communication

- Strategise your Marketing and Communication! 16
- CaMaCS 22

Project Cycle Management

- Gourmet Dinner 24
- Magic Carpet 26
- Puzzle 28
- From Needs to Actions 30

Project Credits 33

The SEEDS toolkit - Social Economy for NGOs

This toolkit was created in the SEEDS – Social Economy Entrepreneurship Development Skills project, which aims to create a methodology to teach Non-Governmental Organizations (NGOs) a social economy mindset and develop entrepreneurial skills for supporting sustainable activity.

The methods were created in Genoa, Italy in September 2015, developed in Mexico in November 2015 and tested in local workshops in Finland, Sweden, Italy, Romania, Greece, Brazil, Argentina, Peru and Mexico during the first half of 2016. The methods and workshops were then evaluated in two evaluation meetings in Romania and Argentina. From this process this collection of 10 methods were born. The methods develop the topics of Ideology and Ethic, Business Plan, Marketing and Communication and Project Cycle Management. These topics were deemed crucial development points for NGOs, as well as interesting convergence points between the work within NGOs and a business mindset.

All methods are also available online on www.ngoenterprise.org

Each topic has between one and four different methods attached to it. We hope that these methods can serve as inspiration to your work in introducing Social Economy to your NGO. All methods have been created by the SEEDS team and you are welcome to develop and adapt them to your needs, or even just copy them to your use directly.

We hope that these methods will help your NGO develop your own sustainable activity model, and maybe introduce some new ways of thinking.

Best of luck,
the SEEDS team

p.s. please follow us on Facebook at **Social Economy Resources**

Entrepreneurwhat?

	Time spent
<ul style="list-style-type: none"> • Part 1: 5 minutes • Part 2: 45 minutes 	
	Participants
<ul style="list-style-type: none"> • 10-20 in total • Groups of 3 – 4 	
	Materials
<ul style="list-style-type: none"> • Success stories printed on different colored papers (two examples attached; find more on the SEEDS website, or write your own.) • Tape (to attach stories for example under the chairs of participants) • Post-its • Pens or markers • Diagram (next page) on a large sheet of paper 	

Detailed description

The activity consists of 2 parts with 2 different methods. The first part will be focused on inspiring the participants to become social entrepreneurs by presenting successful examples of social enterprises from different countries around the world. The second part will define the concept and the meaning of social entrepreneurship by finding and discussing keywords.

Part 1: Each participant finds and reads a success story concealed somewhere in the room, or taped under the chairs of the participants.

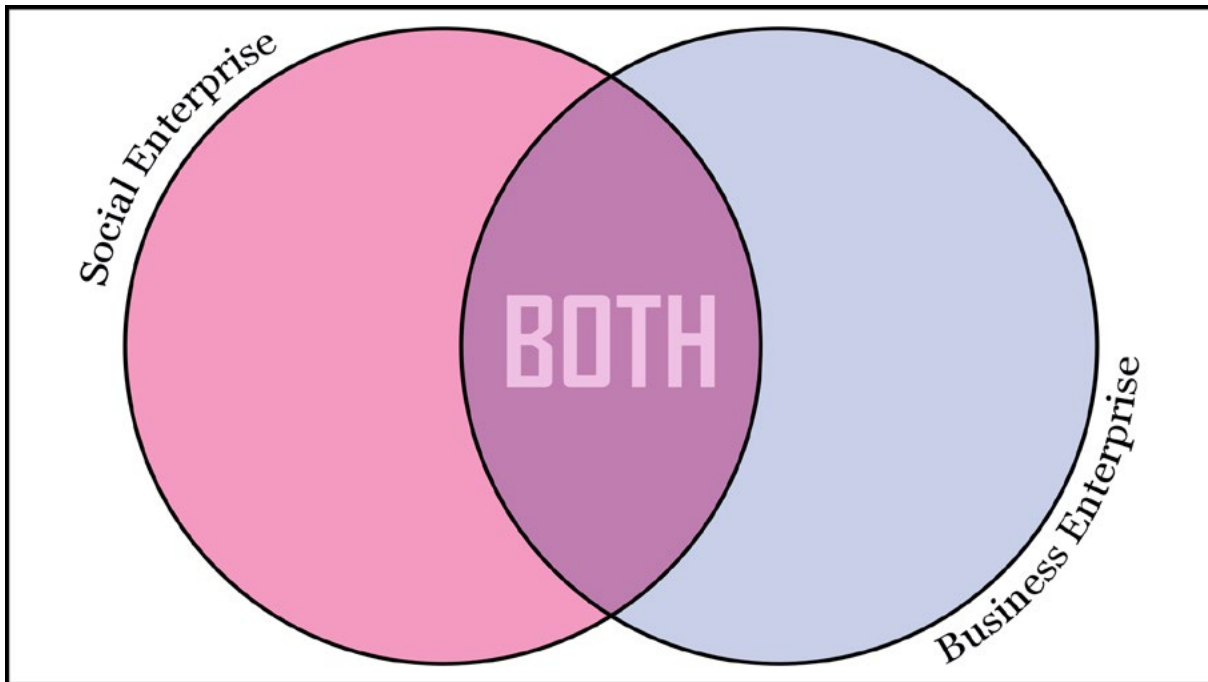
Part 2: Participants are divided into groups based on the color of the piece of paper on which the story is written. In their groups they first read their stories out loud within the group, and then they find keywords that can be related to either a business or a social enterprise from the success stories. The keywords are then written down on post-its, one word per post-it, and then the group decides where to place the keywords in the diagram, on the flipchart poster.

Short description

The aim of this method is to introduce the participants to good practise examples of social entrepreneurs, as well as get familiar with the main objectives and ideology behind social entrepreneurship. Participants will also learn the difference between social entrepreneurs and business entrepreneurs.

As the keywords are placed in the diagram, they are discussed in the whole group to describe differences and similarities between a social enterprise and a business enterprise. Each group elaborates their placement of the keywords to each other in consultation with the trainer.





Additional materials

La Lanterna (Genoa, Italy)

La Lanterna is a social enterprise. It is a restaurant founded in the 1980s by a priest to employ people in the local community: in particular drug and alcohol addicted people, homeless people and immigrants. In 2015 a Lanterna is one of the most popular restaurants in Genoa with a long tradition of good quality service.

Ekotori (Turku, Finland)

Do you have a couch? Did you know that in order to produce the coating of it, more than 200 kilograms of natural resources were used? To reduce the burden on the environment but still provide people with cozy furniture the non-governmental association *Kestävän Kehityksen yhdistys ry* opened Ekotori in 1998: a recycling center that sells and finds new places for used furniture from private homes and companies. Every year roughly 250 (especially long-term) unemployed people are provided with a job at the center with a mission to take better care of mother earth simply by recycling and spreading the message.

Vägen ut (“The Way Out” Gothenburg, Sweden)

Vägen ut is a social business consortium which includes 10 social co-operative enterprises. Their mission is to employ people with difficulties in entering the labor market for several different reasons, still providing quality services and products for their patrons.

They have even started a social hotel franchise which runs hotels of which the labor force consists of people with versatile social backgrounds, like ex-convicts, people with past drug abuse etc.

Gaia Prespa (Prespa, Greece)

The social cooperative enterprise Gaia Prespa was founded in 2014. This cooperative started farming the land based on permacultural principles and also developing a site for agricultural tourism on the beach of the Megali Prespa lake. Their aim is to develop actions that help the location and show the human as part of nature’s cycles, while making their presence therapeutic for the land.

(Note : When creating your own examples of stories, consider that all stories should answer the 5 questions of what, who, where, when and how? Feel free to add or use stories from your local area.)

Fill in the Business Blanks

Time spent

- 30 minutes

Number of participants

- Divided in groups of 3 – 5 participants per group

Needed materials

- Pen & paper
- The story under the additional materials
- The discussion topics under additional materials in method 3

Both materials are to be rewritten in presentable form or showed as a power-point presentation found under the online version of this method available at www.ngoenterprise.org.

Short description

The participants gets presented a fictional story of an NGO creating a social business, where they only receive some of the details and need to discuss in groups to fill in the blanks. With this method the participants learn the importance of making a business plan in relation to knowing the market, the competition and the resources available to starting their own social business.

Detailed description

The trainers will divide the participants in groups that will stay the same during the entire activity. Then the trainers present the story about an NGO that wants to create a social business. This story should be visible at all times for the group, for instance by projecting it on a screen or handing it out to the groups in printed form.

After the story has been told, the trainers present the topics of market, competition and resources, one topic at a time with the relevant questions for the specific topic. After presenting the market topic, the participants are given 5 minutes to discuss it, after which the competition topic is presented and similarly discussed for 5 minutes within the groups. Finally the resources topic is presented and discussed.

At the end of the activity you gather all the participants in big group and ask about the reason of this activity and discuss. Hopefully they have understood the reason by now, which is the importance of making a good business plan where you make a proper research before you start your company.

The Story

Our NGO works for helping the local community. We have been contacted by one of the local farmers that have a problem with selling his organic food, and this seems to be a general problem for all the farmers in the area.

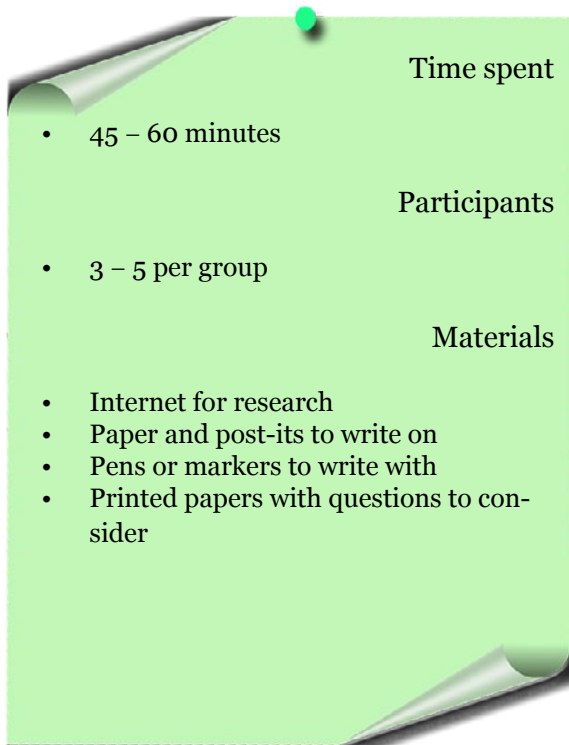
The farmer have asked if there is anything that we can do to help him. We have decided that we will create a website, and that we will try to sell his and the other farmers products on it.

Our target group of customers will be the local community.

The NGO has limited financial resources, but we have volunteers that are willing to help to distribute the food.



My First Business Plan



Detailed description

The participants get the task to discuss about desires and needs of the local community, and how their NGO's can form a business to meet them. To their help they will have questions about the market, competition and resources to consider while making their business plan. The groups will get 30 minutes to discuss and make the simplified business plan, and then each group gets 5 minutes to present their business plan in front of the whole group.

Short description

The participants will create a simplified business plan based on their own local community and NGO. The aim is to emphasize the need of a good business plan, while also learning how to use your own ideas and reflections on community needs to create products and services, while considering the competition in regards to sales of said products.

The topics (for methods 2 & 3)

Market

- Where do you want to sell the product / service?
- To whom do you want to sell the product / service?
- Is there a demand for your product / service?

Competition

- Who are they?
- What do they offer?
- How can you compete?

Resources

- Financial
- Material
- Knowledge

- What do we need?
- What do we have?



The Competition Factor

Time spent

- 30 minutes

Participants

- No less than 6
- In teams of 3 – 5

Materials

One of each per team:

- Drinking glass (for transporting water)
- Medium-sized bowl (for filling)
- A bottle of water

Additionally, a lid fitting the drinking glass

Short description

The participants are introduced to business competition in this activity which simulates three dimensions in which a company can compete against another one. These are quality, speed and cost.



Detailed description

The trainers split the participants into teams of 3-5 people.

The trainer explains the task to the teams, which is to fill their glass with water and carry the water to their own bowl on the opposite side of the room. The participants can carry the water in any way they want using the glass. The aim is to get the most water into the bowl of your own team in the least amount of time.

When all teams finish carrying water from the bottle to the bowl, trainers and participants start discussing.

Questions for the participants

- Who is the winner?
- Is the amount of water the same in the bowls?
- Which team has the most of it?
- Why do you think that happened?
- Can you find a connection between quality and speed?
- What other aspects of competition are there?
- How do you measure them?
- How do social values affect the competition?

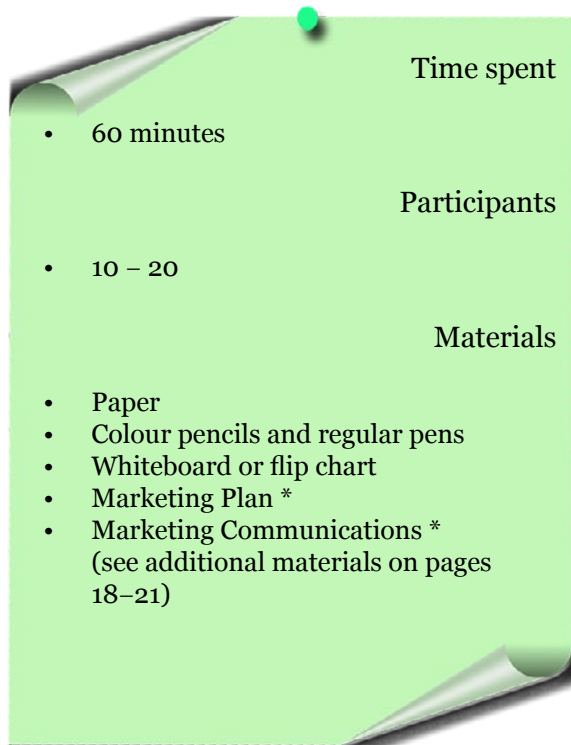
In the end you put a lid (for example a plastic bag held with a rubber band) on top of the glass and ask one of the participants to run fast with the glass across the room.



In this method, the amount of water in the bowl represents the quality, the amount of time used to move your water represents the speed, and the lid put on the glass in the end represents cost (you can, for instance, compare the lid to an expensive investment that would allow a company to have a higher speed and quality).

The idea is that you can only compete on 2 out of 3 of these factors. If you want good quality at low cost, it will take long time. If you want low cost and high speed, it will be of a lower quality. If you want high quality and a high speed, it will cost more.

Strategise your marketing and communication!



Detailed description

STEP 1: 5 minutes

Facilitators give the participants some information about Marketing and Communications that could be useful during the workshop, in terms of helping them to understand some important concepts regarding to the topic. Facilitators write 4 words on a board related with Marketing and Communications, as well as two questions, in terms to inspire the participants and and make them think deeply about the topic.

Words: TARGET - TOOLS - MEDIA - RESOURCES

Short description

By giving the participants some information, keywords and questions, they need to think of a Marketing and Communications Strategy for their own NGO. Having a strategy for the marketing and communication will help a NGO to be more sustainable in their activities. This method also helps foster strategic thinking when it comes to marketing and communication towards the NGOs target group.

Questions:

- Do I have a Marketing and Communications Strategy?
- How properly do I use my resources in my Marketing and Communications Strategy?

These words and questions can be written in any part of the board; it is not necessary to put them in an order.

STEP 2: 10 minutes

With all this “inspiration”, the participants need to elaborate at least one question themselves, individually, and write it down in a piece of paper that the facilitators will give them. The question/s must be related with their own situation in their NGO, so they can analyze and see if they actually have a strategy or not. Examples of these questions could be the ones written above. By doing this activity, participants could reflect about their current situation at their NGOs.

STEP 3: 10 minutes

Participants are given colour pencils to underline which they consider “key words” within their questions. After that, the facilitators split the participants into groups randomly. Groups should be of maximum 4 people.

STEP 4: 25 minutes

Once the groups are established, the participants start to think (taking into consideration all the keywords that they have underlined) about a possible Marketing and Communications Strategy for their NGO, as a group. Facilitators, in the meanwhile, give the participants a piece of paper with 2 questions: “Why?” and “How?” Participants write their idea in the paper, introducing it as a possible Marketing and Communications Strategy, following these 2 mentioned questions.

STEP 5: 10 minutes

Once they finish, they share between the groups their different Marketing and Communications Strategies, one by one, making a small, informal presentation as a way to conclude the workshop. If all the groups can do this activity, the main objective of inspiring them to create their own Marketing and Communications Strategy in terms to help their NGO to be sustainable, will be accomplished.



Additional material

The excerpts on the following pages are there to support the trainer and the participants in Method 5, and have been shortened for practical reasons.

It is recommended that you visit the web page of the source listed below in preparation for this method.

From: How to Create an Effective Marketing Plan

Most small business owners know the importance of a business plan, which outlines your company's course for success. One crucial element of that plan is your marketing strategy.

Because this strategy is buried in the larger business plan, many small business owners may not give marketing the time, research and attention it deserves, assuming that they know their customer base and how to reach them. But an in-depth and detailed approach to laying out your marketing strategy can reveal opportunities from a new audience or potential product line, pitfalls in pricing, competition reaction, and potential reach.

At its most basic, a marketing plan describes who your customers are, where they get information and how you are going to reach them. Robert J. Thomas, a marketing professor at the McDonough School of Business at Georgetown University, said the development of a marketing plan requires that you complete four specific tasks:

1. Develop a very clear and focused insight into why a potential customer would use your business.

More specifically, figure out the core need that your product or service will meet. Is it to help your customers get through the day more easily? Do their job more efficiently? Be respected and admired by friends? Your offering should be designed to solve client problems or meet customer needs better than the competition can.

2. Identify your target customers.

There are numerous potential customers in most markets, but to succeed faster and better, a small business must study the market and determine the characteristics of its best target customers. The target customer should be described in detail. Create an avatar, or fictional person, who has all of your target-customer attributes, and examine what that person would say, do, feel and think in the course of a day.

3. Identify competitors that would also want your target customers.

No matter how original your product or service may be, there is always competition for your target customer's dollar. Small businesses seldom take the time to study their competitors in depth, or determine competition that may be outside their industry but just as capable of luring the customer away. Preparing to know who that is, what their core competitive advantage is and how they will respond to your offering (price cuts, increased communication, etc.) will help you figure out strategies to combat such losses.

4. Write down your brand-positioning statement for your target customers.

Ultimately, your brand and what it symbolizes for customers will be your strongest competitive advantage. You should be able to write down a simple declarative sentence of how you will meet customer needs and beat the competition. The best positioning statements are those that are single-minded and focus on solving a problem for the customer in a way that promotes the best value[...]

Sources:

How to Create an Effective Marketing Plan by Marci Martin, Business News Daily -website, May 16, 2016

<http://www.businessnewsdaily.com/4-creating-effective-business-marketing-plan.html>

From: What is Marketing Communication (MarCom)?

Marketing communication (MarCom) is a fundamental and complex part of a company's marketing efforts. Loosely defined, MarCom can be described as all the messages and media you deploy to communicate with the market.

Marketing communication includes advertising, direct marketing, branding, packaging, your online presence, printed materials, PR activities, sales presentations, sponsorships, trade show appearances and more.

The complexity of the MarCom topic makes it too broad to cover in one article. This article is one in a series of six that covers the field of marketing communication[...] [editors note: to see all the articles, please visit the website listed as source]

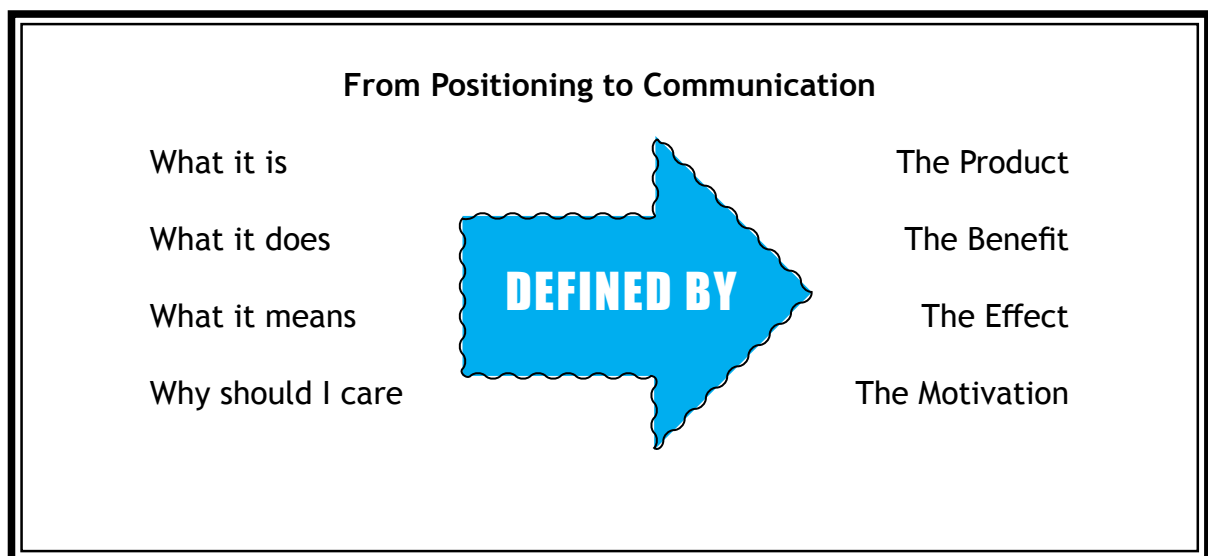
Marketing communication objectives

Marketing communication has two objectives. One is to create and sustain demand and preference for the product. The other is to shorten the sales cycle.

CREATING PREFERENCE

Creating preference is often a longer-term effort that aims at using communication tools to help position your product or company in the minds of the target customer.

Positioning and building a brand takes time and requires a certain consistency (not just in the communication efforts themselves, but also in regards to the core elements of product, pricing, and distribution) and therefore represents a significant commitment for the company.



Remember, establishing preference by building a brand will impact market share, profitability and even your access to talent—and thus provides long-term value for the company.

SHORTENING THE SALES CYCLE

Shortening the sales cycle means assisting your sales and channel partners in their efforts to identify, engage and deliver a customer. Understanding the customer's buying process brings critical insight into how one can shorten the sales cycle.

The figure below illustrates the process the buyer goes through when buying a product. Through market research and conversations with salespersons, MarCom staff must identify how they can help speed up the process.

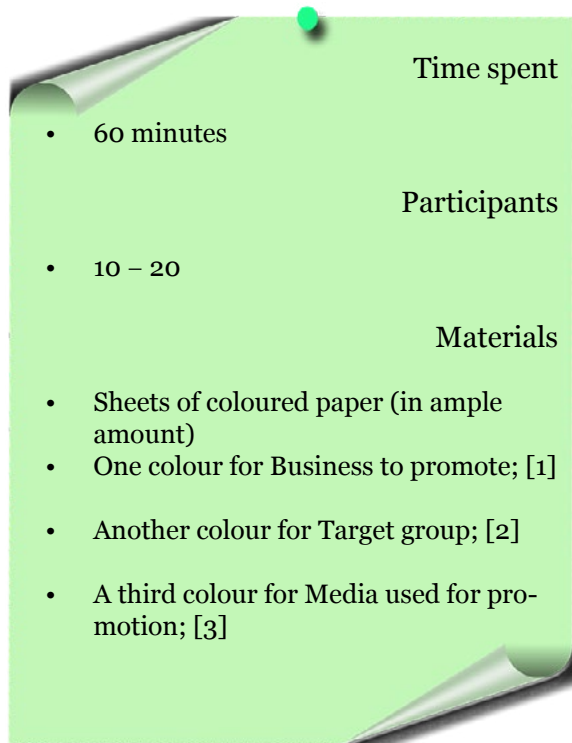
In the case of high-tech products, the sales cycle involves considerable amounts of customer education in the early stages of the process. MarCom must focus on creating, packaging and delivering relevant information to the buyer throughout the buying process in order to sales meet this education need.

In general, the communication techniques employed to shorten the sales cycle are by nature more tactical than those used in building a brand. Nevertheless, your strategy to achieve the two MarCom objectives must be balanced, or the legitimacy of your plan will be questioned if one objective takes priority over the other. You must have close collaboration with sales and customer-facing channel partners in order to get this balance right[...]



Source:

What is marketing communication (MarCom)? Published: 06 Dec 2013 on <https://www.marsdd.com/mars-library/what-is-marketing-communication-marcom/>



[1] Words to be used on these papers are “pen”, “book”, social event” and “service”

[2] Words to be used are “schools”, “families”, “kids”, “other NGOs” and “social stakeholders”

[3] Words to be used are “facebook”, “web page”, “newsletter”, “flyer”

Feel free to add your own examples to the colored papers according to your topics.

Short description

The aim of CaMaCS (or Creating a Marketing and Communication Strategy) is to highlight the importance of a marketing and communication strategy with presenting good practises of social enterprises and learning the true meaning of marketing and communication.

Detailed description

- Introducing the theme “marketing and communication” by showing the materials on “Marketing definition”, “Important marketing definitions”, “Communication definition”, “The importance of the feedback in communication” in order to make the topic clear and to let participants know that is necessary to have a good marketing and communication strategy to self-sustain their NGOs and their social purpose. (5 minutes).
- Splitting participants into groups randomly of approx. 5 people per group.
- Facilitators will have 3 stacks of pieces of different color paper in which there are written words concerning; Business to promote, the Target group, the Media they have to use to reach the target group in order to promote the business . They will let each group of participants pick a piece of paper. In the end all the groups will have at least 3 pieces of paper of different color (e.g. a pen, families, webpage) and they will have to fill a form that will be given them by the facilitators in order to create a good marketing and communication strategy (25 minutes).
- Each group will be given 5 minutes more or less (according to the number of groups) to present their marketing and communication strategy meanwhile they can be compared to good examples of marketing and communication examples in social entrepreneurship. (see point TOMS and Ashoka Italy in additional materials) (from 10 to 20 minutes).

Debriefing + questions (5-10 minutes).

Marketing definition

“Marketing is essentially ALL activities and programs that draws interest into your product/brand/services and creates 'intent to buy'. Sales on the other hand deals ONLY with the follow through of the 'intent to buy'”. (Dr Anis Amir Ab Rahman, 2015.)

Important marketing definitions

- Social Marketing – is the systematic application of marketing, along with other concepts and techniques, to achieve specific behavioural goals for a social good. (Wikipedia)
- Cause Marketing – (or cause-related marketing) is a mutually beneficial collaboration between a corporation and a non-profit in which their respective assets are combined to
 1. Creates shareholder & social value
 2. Connect with a range of constituents (be they consumers, employees or suppliers)
 3. Communicate the shared values of both organisations
(Jocelyn n Daw, marketing consultant)
- Cause marketing differs from corporate giving (philanthropy) as the latter generally involves a specific donation that is tax deductible, while cause marketing is a marketing relationship generally not based on a donation (Wikipedia)
- Sustainable marketing – is the process of planning, implementing and controlling the development, pricing, promotion and distribution of products in a manner that satisfies these criteria: (1) customer needs are met, (2) organizational goals are attained, and (3) the process is compatible with ecosystems (Donald Fuller (Sustainable Marketing Consultant)
- Sustainable marketing encourages the process of innovation by turning the marketing process into an experimental, iterative process that has close ties to the customer. Individuals and interactions on a daily basis are important. Customer Collaboration over customer transactions. Responding to change over blindly following a plan. (Ivan Storck, Founder of Sustainablewebsites.com)

Communication definition

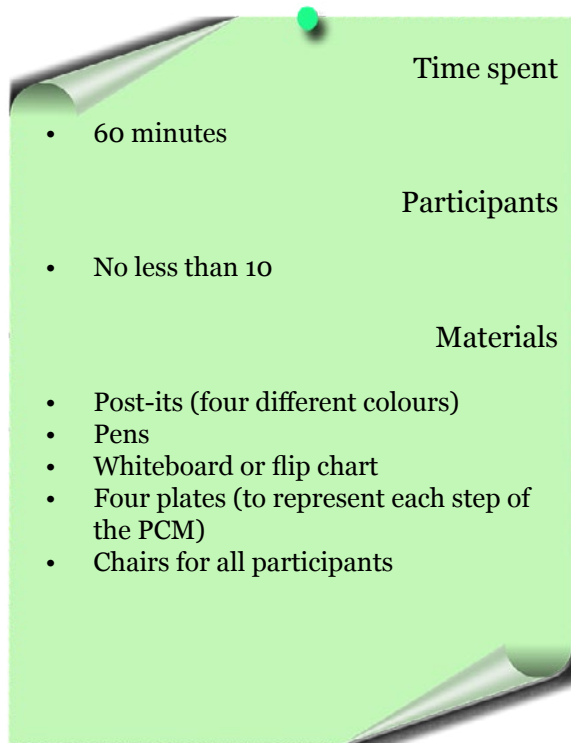
Communication as

- A process through which individuals mutually exchange their ideas, values, thoughts, feeling & actions with one or more people.
- The transfer of information from the sender to the receiver so that it is understood in the right context.
- The process of instating, transmitting & receiving information.
- The means of making the transfer of information productive & goal oriented.
- The process of sharing information, ideas & attitudes between individuals. (drjayshptidar.blogspot.com)

The importance of the feedback in communication

- The form for a marketing and communication strategy which can be found in the additional materials for this method
- Good examples in marketing communication for social entrepreneurship (Toms–Ashoka Italia)

Gourmet Dinner



Short description

This is an interactive method which combines both individual task and team work. The aim is enabling the participants to understand the concept of project cycle management (PCM) and how it correlates with social entrepreneurship.

Detailed description

Arrange the chairs into a circle. Put the post-its with different “ingredients” (definitions/examples related with PCM) under the chairs. Each post-it with the same colour belongs in one step of PCM:

Appetiser: Identification

- Find project idea that are correlates with local needs
- Are there any past experiences?
- Find out key stakeholders and their priorities
- Increase the life quality of singles mothers
- Decrease the number of the people that are dying alone

First course: Planning

- Prepare a detailed material description
- Analyze cost – benefits
- What are the risks and how we can combat them?
- Which are our resources?
- Is our idea sustainable?
- Define a time schedule
- Final version for proposal

Main course: Implementation

- Implement the activities and deliver the results
- Manage the resources in an efficient way
- Monitor and review progress
- Established working
- A new place in the community with the recycle system
- Creating a food truck as a social cooperative

Dessert: Evaluation

- Determine the relevance and fulfillment of objectives
- Analyze the economical efficiency
- Which impact the activity/project has?
- Lessons to learn
- Balance scorecard
- Evaluation form

Invite the people in the circle of chairs. Start by telling them you're having a dinner together and need their help in order to prepare the four courses. For this the participants will find the ingredients written on notes under their chairs.

Ask the participant to look under the chair and read the post-its.

Have the participants with the same colour post-its form into groups.

Ask the participants to read their own post it and to decide together which course the ingredient belongs to:

Appetiser

First course

Main course

- or -

Dessert.

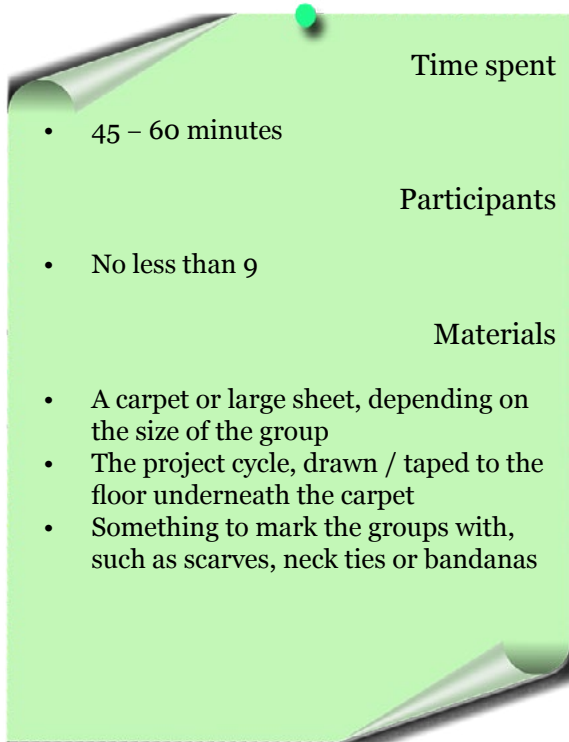
Lastly, put the post its in the plates.

Debriefing

Attempt to observe any connections between PCM and the preparing of dinner. If something goes wrong with the project or whenever you find something new to add to it, the project cycle repeats.



The Magic Carpet



Detailed description

- Ask the participants to stand on the sheet or carpet.
- Assign them in groups of 3: one group cannot talk; one group cannot see; one group is free. The ones that are free can help the others solve the problem. Also, they are not allowed to step outside the carpet. The last rule is not applied for the those who cannot talk or see.
- Give the participants the task to turn the carpet around; Under the carpet they will find the project cycle.
- The group must sit and the discuss the activity.

Short description

This method combines both individual task and team work. The aim is to help the participants to better understand the concept of project cycle management and how it is correlated with social entrepreneurship. The participants will also learn to identify and know the steps of project cycle management.



The trainer will put the following questions forward.:

- How did the task relate to the project cycle?

Identification and programming:

- What was the first thing you realized when you had limited capabilities?
- Was there anything you would have wanted to ask the trainer?
- Did you feel comfortable in trusting others with leading the task?

Planning:

- What kind of strategy or strategies did you utilize to turn the sheet?
- What was the strongest resource you think the group had in completing the task?

Implementation:

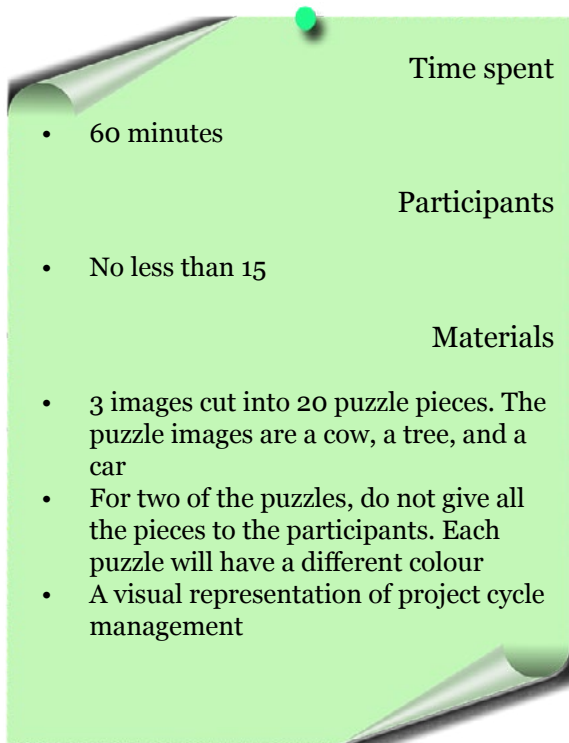
- How exactly did you complete the task?

Evaluation:

- Was your strategy good?
- Would you need more resources to complete the job?
- Were you to repeat the procedure, what would you wish to improve upon?



The Puzzle



Short description

This method combines both individual task and team work and it doesn't require many materials. The aim is to help the participants to better understand the concept of Project Cycle Management and how it's correlated with social entrepreneurship.

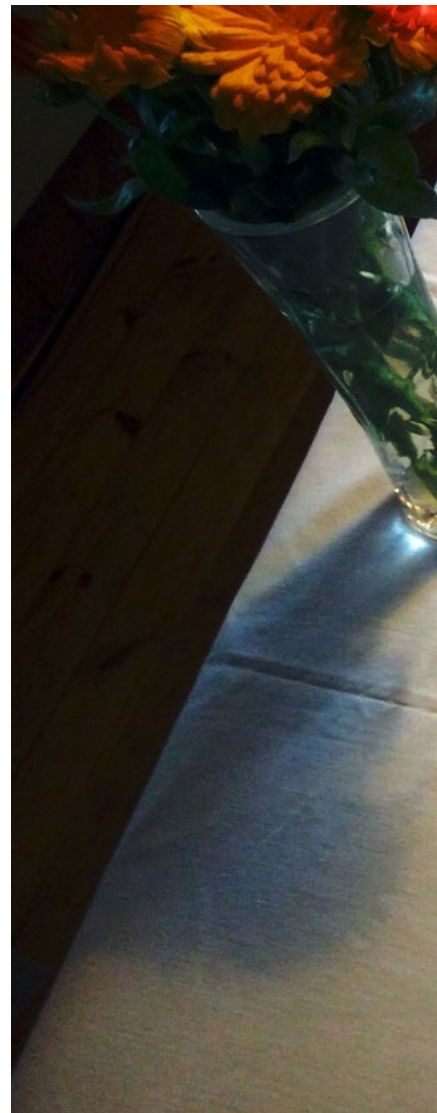
Detailed description

Mix the parts of each puzzle and give to each participant 3 or 4 pieces of the puzzle. (the leader will keep the missing pieces of the puzzle).

Divide the group in 3 groups randomly. For example you can use the count method (put the participant to count 1,2,3 and then to split the group in 3 groups).

Ask the group to look at the pieces and tell them try to put them together without telling them what the pieces represents and the fact that there are 3 puzzles.

Then the trainer asks the group: How many people completed the puzzle? After they answer the trainer can say: The reason for which you don't have all the pieces is because the





pieces belongs to 3 different puzzles.
Ask them to complete the 3 puzzles by breaking the groups.

The group then sits and starts a discussion about the activity.

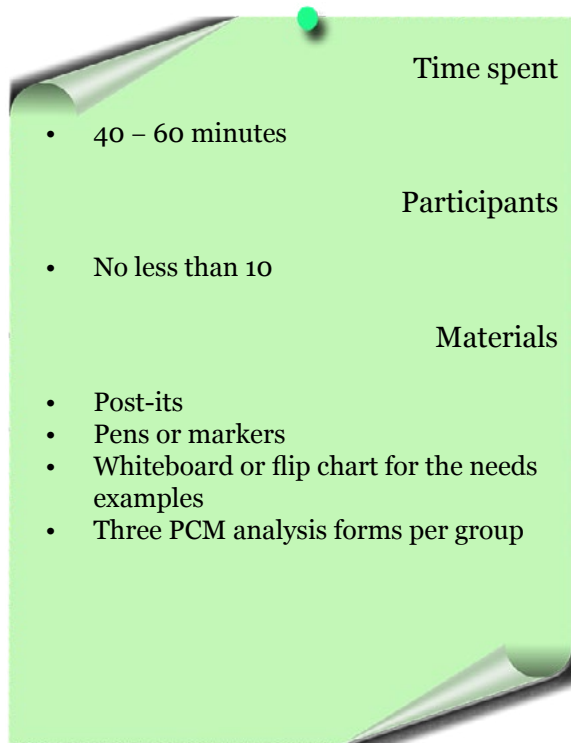
The trainer will ask the group the following questions:

- Identification and programming (What was the first thing you did when you received the pieces? Did you try to look to the other group? Did you want to ask me for help? How did it feel to break the group?)

- Planning (What kind of strategy did you use to start making the puzzle? How many of different colour pieces of puzzle did you have?)
- Implementation (How did you completed the task that you received?)
- Evaluation (Was is a good strategy? Do you need more resources to complete the job? What would you improve if you would want to do the puzzle again?)

While the trainer receives the answers he will do the connection with the PCM.

From Needs to Actions



Detailed description

Divide the participants in groups (at least 5 in each group).

Present the group with the following examples of needs:

- Single mothers that do not have a network to get help with their children
- Our community does not have enough recycling places
- Older people that are living alone
- Animals on the street

Ask each group to choose one of the topics. The group should then discuss and jot down on the post-its which resources could help them fulfill their need. The groups then choose 3 of their suggested solutions and use the PCM analysis form to analyse them.

Short description

In this method the participants learn how the project cycle management starts with the need and ends with evaluation. They learn how the whole cycle should be considered in the implementation of an initiative. This method combines both individual task and team work. The aim is to make the participants to understand better the concept of project cycle management and how it correlates with social entrepreneurship.

The questions in the PCM analysis form:

- Why? (identification and programming)
- How? What? (Planning)
- When? Where? (Implementation)
- Is it credible and useful? (Evaluation)

When the group has finished the task and then ask them to present the most valid solution of the three suggestions. In the debriefing you can use these questions to help:

- What are the steps of the project cycle?
- How does the method help planning a social initiative?
- Are there other steps in the project cycle than the ones presented by the method?

Analysis Form

Why
How
What
When
Where
How is it credible and useful



PUBLISHED IN NOVEMBER 2016



SEEDS Tool Kit developers credits and partner organisations

OENEF – Association of Active Youths of Florina, Greece



Associazione di promozione sociale Joint – Milano, Italy



Asociația pentru Consolidarea Societății Civile – Valea Jiului, Petroșani, Romania

Cooperbom Turismo, Cooperativa de Turismo Sustentável – Ilhéus, Bahia, Brazil



Empréndela – Lima, Peru



Development Assistance Center – Sweden

Saga Finland r.f. – Vänö, Dalsbruk, Finland

OAJNU – Organización Argentina De Jovenes Para las Naciones Unidas, Argentina



Fundación Alianzas Rosalico A.C. – Puebla, Mexico

Co-editors

Eelin Hoffström, Rasmus Hoffström



Photographs by

Eelin Hoffström, Rasmus Hoffström



Cover and Layout

Kiarama ry





Co-funded by the
Erasmus+ Programme
of the European Union