

Repository of good practices and innovation

**Intellectual Output
of reference:**

I.O. 2 Repository of good practices and innovations

Coordinator:	Krinova Incubator and Science Park
To validate by	<p>Krinova Incubator and Science Park, Kristianstad SE</p> <p>Syntesis Center for Research and Education Limited, Nicosia CY</p> <p>Videnscenter for Integration, Vejle DK</p> <p>EDEX – Educational Excellence Corporation Limited - University of Nicosia, Nicosia CY</p> <p>Landeshauptstadt Magdeburg, Magdeburg DE</p> <p>Consorzio Scuola Comunità Impresa, Novara IT</p>

Partners

	Krinova	Sweden
	Syntesis Center for Research and Education Limited	Cyprus
	Videnscenter for Integration	Denmark
	EDEX – Educational Excellence Corporation Limited - University of Nicosia	Cyprus
	Landeshauptstadt Magdeburg	Germany
	Consorzio Scuola Comunità Impresa	Italy

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Introduction

The partnership will develop a framework for the identification of good practices on among the EU countries which will serve as a guide for incorporating elements which will enhance the impact of the local activities implemented by adult educators, trainers and professionals working with migrants.

Output 2 – Repository of good practices and innovations

The overall goal of this project is to develop a training curriculum and an e-course specifically designed to tackle the educational and training needs of migrants, at the same time equipping adult education professionals, trainers and professionals working migrants as well with the tools needed for engaging migrants in entrepreneurial initiatives as well as increasing their participation in such activities.

In order to achieve these goals the following objectives have been set:

- Increase capacity of adult education professionals, trainers and professionals working migrants (target groups) with the tools needed for engaging migrants in entrepreneurship
- Enhance knowledge of the target groups to design outreach activities to support entrepreneurial activities created by migrants
- Participating migrant entrepreneurs have better conditions to start a business when they have a better knowledge about entrepreneurship
- Enhance collaboration and the promotion of synergies between the target groups and other stakeholders for the promotion of migrant entrepreneurship
- Support the efforts of local and EU organisations in applying a holistic approach in supporting migrants' entrepreneurs through the development of OER tools

Obstacles and challenges have been identified by the project team in the following areas:

- Language barriers
- Entrepreneurial skills development
- Understanding the local culture
- Business culture
- Access to markets
- Funding and fundraising
- Social and working practices for creating a business

Good practices

Each project partner has collected innovative good practices from their countries, focusing on the dimension of the adaptability and flexibility of the

practice, that is, how easily can it be adapted to different users' needs and local situation and the dimension of impact on target group in order to develop and promote the most successful and transferable practices. In addition, the dimension of cultural sensitivity and language was considered (Appendix 1). The project has also made a small desk study and found a number of European initiatives which shares the aims of the MESI-project. In summary the collected practices are analyzed by 10 dimensions as they are identified in the Guidebook *"Evaluation and analysis of good practices in promoting and supporting migrant entrepreneurship"* August 2016.

https://www.european-microfinance.org/sites/default/files/document/file/guide_book_promoting_and_supporting_migrant_entrepreneurship.pdf

1. Visibility
2. Networking
3. Legal and regulatory advice
4. Individual business support
5. Group business training
6. Mentoring
7. Access to finance
8. Facilities provision
9. Language/cultural sensitivity
10. Impact

The guidebook provides a comprehensive evaluation and benchmarking of 22 case studies of good practices.

Another project, *"MEGA Migrant entrepreneurship growth agenda"* European Union's COSME Programme 2014-2020, <https://migrant-entrepreneurship.eu>, has issued a handbook *"Measures to support early-stage migrant entrepreneurs"*.

The handbook illustrates the different types of support that migrant entrepreneurs need in early stages of business development and growth. Those types can be sorted in three groups,

- 1. Support to improve business related skills.**
 - a. Business training
 - i. Introduction to specific characteristics of the business environment
 - ii. Variety of skills
 - iii. Balance between theoretical and practical training
 - b. Legal and administrative advice
 - i. How to start a business
 - ii. Taxes, social security
 - iii. Legal requirements
 - c. Individual business support
 - i. Tailormade one-to-one coaching and counselling
 - ii. Mentoring
- 2. Support to develop non-business related skills.**
 - a. Networking
 - i. Networking events
 - ii. Mentoring programmes
 - iii. Business clubs
 - iv. Provision of networking spaces
 - b. Transversal skills
 - i. Language skills
 - ii. Intercultural skills
 - iii. Communication skills
 - iv. Local business language
 - v. Interpersonal skills
- 3. Support to satisfy tangible needs.**
 - a. Access to finance and facilities provision
 - i. Direct financial support, loans and grants
 - ii. Support in applying for funds
 - iii. Provision of facilities

The handbook also defines three factors of success to providers when supporting migrant entrepreneurs,

1. Comprehensive approach – i.e cover at least one kind of support in each of the three mentioned groups.
2. Having staff employed with adequate language skills, business skills and cultural sensitivity.
3. Sustainability and replicability
 - a. Longterm commitment to provide resources
 - b. Build on previous projects and already ongoing services
 - c. Creation of networks of support providers
 - d. On line support

Conclusions

There is a wide range of useful advice and measures to take into consideration when designing the curriculum and the content in each module which can be found in the collected information.

All of the good practices studied describes WHAT needs to be included and covered and none of them includes any useful tools and methods of HOW to convey the knowledge or HOW to practically acquire/teach the skills and this is where the results of MESI will be useful. In IO2 the HOW will be addressed.

After considering the collected good practices, the results of the needs assessment as well as the results of previous European projects, MESI has decided on the following course modules, in order to cover obstacles and challenges identified

1. Introduction to entrepreneurship – entrepreneurial attitudes and skills
2. Legal and regulatory framework
3. Strategic Planning and Project Management
4. Access to markets
5. Understanding the local Business Culture
6. Funding and Fundraising

Appendices

The partners have collected a variety of good practises, described below.

We have chosen to categorize the good practises based on the descriptions of the various initiatives and programmes, and marked them accordingly in the chart below to make it easier for the reader of this report to find the right good practice for their purposes.

Initiative	page	Startup	Innovation & businessmodel	Entrepreneurial training	Transversal skills
Krinova Innovation arena startup track	9	X	X	X	
Fast track North	14	X	X		
Facilitate the enterprise of new arrivals	16	X		X	X
SweCom	18	X		X	X
Café Immico	20			X	X
Habibi works	24			X	
Enterprise4Integration	28	X	X	X	
Capacity Zurich	32			X	X
RefugeeStartUp	36	X		X	
EVA	40			X	
Become your own boss	44			X	X
Startupsvar.dk	48			X	
Ethnic Entrepreneur Consultant	51			X	
Owncompany.now	55	X		X	
EMI	58			X	X

Combi model 1+3	61			X	X
Training: Simple language	64				X
Start it up	67	X	X	X	X
CNA world	73	X	X	X	X
Entryway- Entrepreneurship without borders	80	X	X	X	X
Reshape the future <i>Partner knowledge sharing project</i>	88				
MEGA <i>Partner knowledge sharing project</i>	89				

1. START IT UP – Sweden

Name of initiative:	Krinova Innovation arena start-up track
Name of implementing organization:	Krinova
Type of implementing organization:	Business Association
Country (region/municipality):	Sweden Skåne
Year of good practice implementation and duration of the best practice (if applicable):	2013-2019
Target group aimed at:	Start-up entrepreneurs
Funding:	The activities are funded through regional resources
Summary:	<p>The Krinova start-up method are focusing on open & challengedriven innovation. Innovation and entrepreneurship is a learning process which means that the process continuously is under development taking new learnings into account. Methods and tools used in the process are continuously adapted to each case and each entrepreneurs förutsättningar.</p> <p>Since start Krinova has supported 119 entrepreneurs in starting their businesses.</p>

2. Short description of the best practice

2.1 National context

During the past 150 years, Sweden has gone from being an emigration country to an immigrant country. Historically, immigration to Sweden has varied and during certain periods migration has been particularly important. With few exceptions, Sweden has since the Second World War been a net immigration

country, that is, there are more immigrants than emigrants. Sweden had a period of labour immigration that started after the Second World War and which continued until the early 1970s, the largest proportion coming from Finland. During the 1970s, immigration changed character and went increasingly to refugee immigration. The war in Syria resulted in the number of people seeking asylum in Sweden reaching historically high levels in 2015, when approximately 163,000 people applied for asylum in Sweden, twice as many as in 2014.

Today, the number of persons with migrant background in Sweden is about 25% of the population or a little over 2,5 million persons. Persons with origins outside the EU is about 11%

- Biggest group of migrants in Sweden comes from Syria
- Finland's second largest group
- people from Iraq is the 3rd biggest group

The most common employments for migrants in Sweden are nursing assistant, home care assistant, restaurant staff, cleaners, transport (bus, train, taxi driver). 69% of the employees working in the health and social sector are migrants. The employment rate among foreign-born people is lower than among native-born and the proportion of unemployed is more than four times higher among foreign-born people. Employment varies greatly with factors such as time in Sweden, gender, level of education and reason why the person immigrated. The difference between in employment rate between domestic and foreign born in habitants has historically been considerably smaller than it is today. During the 1950s and 1960s, and for the greater part of the 1970s, foreign-born people in Sweden had the same, or periodically even higher, employment rate than those born in Sweden. In 2018, for the ages 20–64, the employment was 70.1% for foreign-born, compared with 86.5% among the domestic-born. For the past ten years, the employment rate has increased for both native-born and foreign-born in habitants, but the gap between the employment rate of domestic and foreign-born inhabitants has remained unchanged. When looking at the difference between foreign born and native born divided by gender, it is clear that a large proportion of foreign-born women are excluded from the labour force. Almost 22.3% of women aged 20-64 born outside Sweden are unemployed.

For efficient integration in the Swedish society, migrants need to be established in the labour market, but most refugees coming to Sweden rarely have a fast and solid connection to the labour market. A study of refugees' employment rate, which has been conducted for 15 years (2000–2015), shows that half of all refugees are gainfully employed after 8 years in Sweden. Of these, employment is highest for men with at least upper secondary education and lowest employment has women with pre-school education. The first two years, the majority of refugees devote themselves to education or integration programs

such as SFI (Swedish for Immigrants), which means that labour market integration takes longer to begin with. In 2017 the unemployment among domestic-born was 4.5% whereas it was 15.4% for foreign-born persons (refers to persons aged 15–74). This made Sweden the country with the largest gap in unemployment between foreign and domestic born in 2017.

Every fourth company started today is started by a person with a foreign background. Young immigrants in particular are inclined to invest in their own company. This shows a report from the Swedish Integration Agency. According to the report, it is twice as common for immigrants in the age group 18 to 24 years to run companies like that native-born in the same age group do so. This applies to both women and men. Even in the age group 25 to 44 years, there are considerably more immigrants than native-born people who choose to start their own. The biggest obstacles for most in the target group are contacts with financiers and raising capital. The new Swedes simply do not have the same conditions. This is due to many factors, but it is primarily about being able to present their business concept and business plan in a convincing way. This is something that is made difficult by linguistic deficiencies and limited knowledge of the regulations that govern entrepreneurship in Sweden.

2.2 Main goals/purpose of the practice

The Krinova Innovation arena start-up track was initiated in January 2019 and is an ongoing program to support entrepreneurial start-ups in Skåne Nordost. The program project is in line with the needs of the local municipalities in order to facilitate the path of "doing business." The program is designed to inspire and to facilitate the start-up and growth of businesses by local entrepreneurs to increase the attractiveness of establishing local businesses.

2.3 Strengths of the best practice (e.g. scope, stakeholders' recognition, usability, practicability, adaptability, flexibility, etc.)

The services are based in the Krinova innovation philosophy, open & challenge driven innovation. The Krinova team carries business starting and developing skill and experience from several business fields which is accessible to entrepreneurs thru a unique dynamic flow oriented resource allocation system. This increases the success rate of the start-ups.

Obviously, the different situations and challenges had to be taken into consideration and on the basis of this three main areas of activities are outlined.

1. Defining the right legal format of the company to be started and register the new company.
2. Develop the business model necessary.
3. Introduction into the Krinova community of businesses and organizations

The first two set ups of activities needs to follow the Krinova design thinking methodology, CoLearn, CoDesign & CoEffectuate whereas the third is introduced upon need and interest.

3. Implementation

3.1 Activities

All accessible services are coached by Krinova business designers and are individually designed. The activities are divided into 4 categories,

1. To determine the desirability of the business idea
2. To determine the feasibility of the business idea
3. To determine the viability of the business idea.
4. To determine and establish the necessary network.

Each activity together with a business designer is individually designed using a toolbox of 50+ tools and methods specifically developed to improve the durability of the overall business model.

3.2 Language and cultural sensitivity

Assistance services were provided in swedish and english.

4. Outcomes and results

4.1 Impact

Aspiring entrepreneurs benefiting from the services 427

Companies and/or new markets established = 164

4.2 Effectiveness

The effectiveness of the method is continuously challenged to be further developed.

New innovations continuously changes the overall business arena and hereby creates new opportunities to entrepreneurs.

The effectiveness of the Krinova method is continuously challenged by the level of attractivity it creates among aspiring entrepreneurs. The attractivity level continuously builds and demands an increase of business designer resources. The business designer resources calculated by delivered business designer hours has increased from approx. 3400 2013 to 17000 year 2018.

5. Weaknesses of the best practice/areas for improvement (e.g. weak validity, complexity, etc.)

The innovation process which is a value creating process equals the process used by entrepreneurs creating a viable and successful business.

A process is a serie of related activities created to serve a specific purpose or to deliver a certain result.

The success of the process is dependent on specifications of materials used, skills and competences of individuals and organizations performing the different activities

This implies that every innovation process is unique and therefore the theory of best practice cannot be used.

1. Fast track North

Name of initiative:	Snabbspår Norr (Fasttrack North)
Name of implementing organization:	Almi Företagspartner Nord AB
Type of implementing organization:	State owned company
Country (region/municipality):	Sweden
Year of good practice implementation and duration of the best practice (if applicable):	okt 2016–mars 2017
Target group aimed at:	Immigrant entrepreneurs
Funding:	Tillväxtverket
Summary:	Entrepreneurial education and online counseling to provide new arrivals with tools and knowledge about how to start a company in Sweden

2. Short description of the best practice

2.2 Main goals/purpose of the practice

The aim of the project was to make better and faster use of new arrivals' competence and experience of entrepreneurship.

2.3 Strengths of the best practice (e.g. scope, stakeholders' recognition, usability, practicability, adaptability, flexibility, etc.)

An important success factor for the project was Almi's existing methods and skills. The business school was designed on the basis of Almi's regular services, which were expanded and adapted to suit the target audience. The project has thus been of great benefit to Almi's basic operations and previous experience of similar efforts, which has among other things created stability in the project.

3. Implementation

3.1 Activities

Three main activities: business school in easy Swedish, online consulting and film recordings of the business school that were made available for the target audience. The business school consisted of physical meetings in Luleå and Umeå and included five meetings per training program. The business school focused on business concept, business development, market, economy, law and internationalization. Online counseling was conducted in groups as well as individually. The business school was filmed and was posted on Almi's website to give the project participants the opportunity to rehearse and to reach a wider audience.

3.2 Language and cultural sensitivity

The program was given in easy Swedish.

4. Outcomes and results

4.1 Impact

Aspiring entrepreneurs benefiting from the program= about 80

Established companies = minimum 9

4.2 Effectiveness

In total, more than 80 people participated in the project's business schools, which is slightly more than the objective of the project. Nine companies were started by project participants during or immediately after participating in the project. Some participants had already started companies when the business school started and according to the project owner, there is a high probability that more people will start businesses. Several participants have, among other things, gone on to Almi's individual counseling. The project also resulted in requests from several other municipalities that want to implement similar efforts together with Almi.

5. Weaknesses of the best practice/areas for improvement (e.g. weak validity, complexity, etc.)

The main challenge of the project was to reach out to the target group and find participants. According to the project, it was harder than expected to find the right channels to reach the target group with information about the project. As part of this, the project has found it difficult to establish a collaboration with the Swedish National Employment Service.

1. Facilitate the enterprise of new arrivals

Name of initiative:	Underlätta nyanländas företagsamhet (Facilitate the enterprise of new arrivals)
Name of implementing organization:	Coompanion Skåne
Type of implementing organization:	NGO (Economic Association) Ekonomisk förening
Country (region/municipality):	Sweden
Year of good practice implementation and duration of the best practice (if applicable):	okt 2016–apr 2017
Target group aimed at:	Immigrant entrepreneurs
Funding:	Tillväxtverket
Summary:	Analysis of business promotion systems and advice in the crafts- and service industry and in social enterprises

2. Short description of the best practice

2.2 Main goals/purpose of the practice

The purpose was to improve processes in the business promotion system with relevance to the regional growth work in Skåne. This was done with a focus on new arrivals and foreign-born entrepreneurship and thus also on the integration of new arrivals.

2.3 Strengths of the best practice (e.g. scope, stakeholders' recognition, usability, practicability, adaptability, flexibility, etc.)

The project had a strong stakeholders' recognition, given the challenges with recruiting participants, both flexibility and innovation were present with the project owner and partners and this is an important success factor. By changing the direction in project and using more channels, the project managed to find alternative ways to the target group.

3. Implementation

3.1 Activities

Within the framework of the project, a functional analysis was carried out on the regional business promotion system to examine how the existing regional system manages the support to newly arrived. Based on the analysis results, efforts were made to strengthen and develop existing networks. In addition, two pilot activities were started, which were aimed at newly arrived. The first was carried out in collaboration with the New Business Center South Sweden (Nyföretagarcenter Syd) and focused on craft- and service operations. The operations included, among other things, strategic business development and coaching for newcomers. The second pilot activity was implemented by Coompanion Skåne and focused on social economy. Activities consisted of individual counseling and training on, among other things, the function of associations (NGOs), cooperation agreements and board work.

3.2 Language and cultural sensitivity

The program was given in easy Swedish.

4. Outcomes and results

4.1 Impact

Aspiring entrepreneurs benefiting from the program= about 35

Established companies = minimum 5

4.2 Effectiveness

The project resulted in, among other things, knowledge of how the business promotion system can be developed to better support new arrivals and in closer relationships with other organizations that participated in the project. 35 people participated in the pilot activities, which responded well to the project's objectives. At the end of the project had 3 participants that started a business and 2 were about to start their business. Some have also received internships at companies that they have met through the project.

5. Weaknesses of the best practice/areas for improvement (e.g. weak validity, complexity, etc.)

The project found it difficult to find suitable participants to the project and the influx of participants referred from The National Employment Service did not meet the project's expectations. The project is quite expensive per participant.

1. SweCom, The Swedish Compass for Companies

Name of initiative:	SweCom, The Swedish Compass for Companies
Name of implementing organization:	Insamlingsstiftelsen IFS Rådgivningscentrum
Type of implementing organization:	NGO (Foundation) Stiftelse
Country (region/municipality):	Sweden
Year of good practice implementation and duration of the best practice (if applicable):	okt 2016–apr 2017
Target group aimed at:	Immigrant entrepreneurs
Funding:	Tillväxtverket
Summary:	Information platform, education and trainingseminar on entrepreneurship as well as individual coaching to develop and make quicker use of entrepreneurial spirit

2. Short description of the best practice

2.2 Main goals/purpose of the practice

The aim was to develop and take faster exploit the entrepreneurial spirit among migrants by taking advantage of IFS experience and competence.

2.3 Strengths of the best practice (e.g. scope, stakeholders' recognition, usability, practicability, adaptability, flexibility, etc.)

An important success factor for the project was that the project owner understands and has knowledge about the target group. Based on this knowledge, the content of the project was adapted based on the needs of the target group. Another success factor was the project's close collaboration with local companies run by people with foreign backgrounds. These entrepreneurs have

served as good examples and contributed with inspiration to the participants.

3. Implementation

3.1 Activities

The project was implemented in three modules. In the first, there was a selection using pitch competitions to identify people who want and have the capacity to start a company. The second module consisted of an entrepreneurial education (called start up seminar) during four days. In the third module, the participants received personal coaching and in-depth information on, among other things, registration of companies. In addition to the three modules, the project also established a digital information platform that offers information on entrepreneurship in Sweden.

3.2 Language and cultural sensitivity

The program was given in easy Swedish.

4. Outcomes and results

4.1 Impact

Aspiring entrepreneurs benefiting from the program= about 120

Established companies = minimum 6

4.2 Effectiveness

In terms of the number of participants, the project did not quite succeed in reaching its own objectives. A total of 90 people participated in the first module, 20 people in the second and 9 people in the third. By the end of the project, 6 participants had gone on to start a company.

5. Weaknesses of the best practice/areas for improvement (e.g. weak validity, complexity, etc.)

To build the digital the information platform was a challenge for the project, as it was more time and resource intensive than expected.

1. Café Immico

Name of initiative:	Café ImmiCo
Name of implementing organization:	Immipreneurs@of Austria
Type of implementing organization:	Company
Country (region/municipality):	Austria
Year of good practice implementation and duration of the best practice (if applicable):	Café ImmiCo operates since 2016.
Target group aimed at:	Migrants
Funding:	Information not available
Summary:	Café ImmiCo is a <i>Free of Charge - Gratis</i> initiative that aims to <i>develop the potential of Immi(grant entre)preneurs by providing funding and support</i> . It is however expected that they will voluntarily return to the society by; mentoring future cohorts, support future projects, give full commitment of their time for 2 months during the project & be 'Branding Ambassador' for Café ImmiCo.
Website:	http://www.immipreneurs.eu

2. Short description of the best practice

2.2 Main goals/purpose of the practice

According to OECD report "Working Together for Local Integration of Migrants and Refugees in Vienna" (OECD, 2016), in 2016, 50% of the population of Vienna a migrant background. It is also noted that since 2017, the number of refugees and asylum seekers has been increasing steadily. Social entrepreneurship has expanded quickly in Vienna and has created new job opportunities to respond to new social challenges. Migrant enterprises are a

new phenomenon which seems to contribute significantly to the social inclusion process of vulnerable people with migrant background. In fact, in Vienna many projects have been providing support to start-ups that are targeting the refugee population. It is estimated that migrant entrepreneurs constituted 40% percent of total entrepreneurs in Austria.

2.2 Main goals/purpose of the practice

It supports migrant entrepreneurs by providing funding, mentorship and help with activities related to the administration & and networking with national and international partners.

The specific objectives of Immico Café are:

- Solve administrative problems that migrants experience when setting-up an enterprise
- Develop skills, providing PR & marketing exposure
- Create networking opportunities

2.3 Strengths of the best practice (e.g. scope, stakeholders' recognition, usability, practicability, adaptability, flexibility, etc.)

Scope: This initiative helps migrants to develop specific strategies in order to develop a wide network. It covers initiatives in Austria, but it was also be replicated by other organisations in other countries.

Stakeholders' recognition: Although there are no official reports, this initiative seems to be largely accepted among the community of migrants and the local population.

Usability: This initiative provides specialized support to migrant entrepreneurs and helps them create their own business plans. It is a practice that can easily be used to provide support to individuals who would like to become entrepreneurs.

Practicality: This initiative could be described as practical as it provides structured individual support to individuals that want to expand their business idea and thus meeting the individual needs of every practice. After the completion of the programme, participants should then provide mentoring support to the new people joining the programme. Therefore, this initiative is practical and follows a sustainable approach in developing the skills of the individuals who join the programme.

Adaptability and flexibility: ImmiCo Café the topic focused on new enterprises, how a winning business idea can be designed and how they can get attracted by financial donors. Thus, this initiative can be used in order to promote new job

opportunities for other target groups. Furthermore, this practice is replicable and can set up a scalable model, able to enhance the entrepreneurial spirit of migrants in order to assist them in every phase of their developing activity.

3. Implementation

3.1 Activities

The programme includes 4 phases of activities:

Application period

A meeting with Cafè ImmiCo: migrant entrepreneurs with their cofounding native partners, mentors, professionals discuss and elaborate the operational issues experienced.

Incubation phase: migrant entrepreneurs attend business breakfasts for the first two months, and they self-organize follow-up sessions with their dedicated consultants.

Finally, the entrepreneur will go a PPP (Progress, Plans & Pains) session Caffè ImmiCo where they will talk about Progress, Plans & Pains

3.2 Language and cultural sensitivity

The main languages used in this initiative are English and German (Café ImmiCo Austria).

An entrepreneur with a migrant background often has limited access to information. Having access to information is very important for future entrepreneurs and especially for migrants as it is more challenging to understand the local context in terms of legislation, regulations or cultural context. Understanding the cultural context is one of the main challenges that this initiative aims to address.

4. Outcomes and results

4.1 Impact

This initiative offers long-term solutions in areas that have been described as particularly challenging. In particular:

- It provides action-oriented solutions
- It solves problems in a short period of time
- It provides self-help and support

This initiative seems to be particularly successful as Café ImmiCo was replicated in countries such as Senegal, Ukraine, China and Afghanistan.

4.2 Effectiveness

Based to the information available on the website of Café ImmiCo, the effectiveness of this initiative lies in its object oriented-program support as it provides specialized support to people with powerful business Ideas. The incubator phase provides essential skills to migrant entrepreneurs. These skills will help them with the implementation of further activities. At the end of the programme, participants receive a certificate for their participation in this initiative. As stated in online reports, the first breakfast organized by Immipreneurs received a lot of positive media coverage.

5. Weaknesses of the best practice/areas for improvement (e.g. weak validity, complexity, etc.)

This initiative is especially helpful for those who already have a business idea. Those interested to participate in the program must apply through a formal process. Only those who are accepted to the program can receive support. The ImmoCafè initiative focuses especially on financial and decision-making support. They have strict selection criteria as they aspire to select strong participants to join their process.

Although this process ensures that those participating will carry out their ideas successfully as they are carefully selected, it does not provide support to those who have ideas but their ideas are not very innovative or lack basic skills to carry out their ideas.

1. Habibi Works

Name of initiative:	Habibi Works
Name of implementing organization:	Soup and Socks (Creative Atelier – FabLab)
Type of implementing organization:	Non-profit organisation
Country (region/municipality):	Greece
Year of good practice implementation and duration of the best practice (if applicable):	2016
Target group aimed at:	Refugees
Funding:	Fundraising and other sources
Summary:	According to the website of this initiative "being a maker wipes off the stigma of being passive or helpless and offers caring individuals, brilliant minds and hardworking hands new opportunities. The approach of creating solutions instead of waiting for solutions".
Website:	http://www.habibi.works

2. Short description of the best practice

2.2 Main goals/purpose of the practice

One of the biggest challenges the Greek government experiences in the last decade is the integration of asylum seekers and refugees in the society. In order to respond to this challenge, they have given a high priority to actions initiated by NGOs and institutions that aim to ensure access to education and work opportunities (OECD, 2018).

2.2 Main goals/purpose of the practice

The main goals of this practice are to get migrants into a more creative mentality and help them create meaningful and useful objectives as entrepreneurs by strengthening their technical and transversal skills.

2.3 Strengths of the best practice (e.g. scope, stakeholders' recognition, usability, practicability, adaptability, flexibility, etc.)

Scope: Habibi Works is an innovative intercultural makerspace platform for refugees and local people in Greece. It should be noted that "FabLab" is an international community with initiatives all around the world.

According to the FabLab establishment, the creative atelier is a space where every person can acquire knowledge, create products, improve technical and transversal skills, share ideas, learn how to turn an idea into a concrete project and therefore help entrepreneurs discover their potential. Every FabLab can potentially host a similar initiative.

Stakeholders' recognition: Local Institutions, NGOs working on migrant issues, International FabLab networks are engaging in the activities of Habibi Works.

Adaptability and flexibility: This practice can potentially be adapted and replicated in the different FabLabs across the world as many of the resources used are already available in the FabLabs. It can also be adapted in other NGOs or organisations that provide similar support (technical skills development) in collaboration with other FabLabs or similar initiatives. The practise is flexible and can be adapted to fit more context and target groups. It can be replicated with similar objectives to the needs of different target group (such as unemployed people). This initiative can easily be tested in different contexts and countries.

Sustainability: The collaboration with FabLab ensures that this initiative can run effectively at the premises of the FabLab. However, there is no detailed information on how much funding and resources are required to implement these activities.

3. Implementation

3.1 Activities

This initiative provides workshops in the following areas:

- Wood workshop
- Metal workshop
- Beauty workshop

- Creative/Art workshop
- 3D Printing workshop
- IT workshop
- Sewing workshop

3.2 Language and cultural sensitivity

The main languages of this practice are English, Greek, Arabic.

Habibi Works was created to respond to the problem of the humanitarian crisis. The Intercultural FabLab is a makerspace where refugees, locals and international experts can collaborate, share and improve their skills which makes for a truly international and intercultural environment.

4. Outcomes and results

4.1 Impact

In 2015, a group of volunteers from Germany went to Greece to help refugees in terms of food and clothing. Six months later, they launched “Habibi Works” as they felt that they must do more to help with the situation. The project now uses 700m² space including, 11 working areas.

According to reports, between 2016 – 2018, Soup and Socks had more than 5000 visitors (Anna Mammitzsch, 2017). In May 2018, the average number of people visiting the premises at a daily basis was 60 people. They also had 10 volunteers working at the premises daily.

This initiative seems to be particularly successful as it has expanded significantly, both in space and services in a short amount of time. It is currently expanding their services by adding a gym and a library. This shows that the initiative is well received, and they are constantly looking for ways to improve their services and cover the needs of the target group. In terms of sustainability, the practice runs at the premises of FabLab and it expands together with the FabLab. This initiative is supported by a strong team of volunteers which helps with everyday activities and thus contributing to the sustainability of this initiative.

According to the aims of this initiative “being a maker wipes off the stigma of being passive or helpless and offers caring individuals”. Habibi Works also mentions that visitors “feel confident to build an independent life within the European societies.

In terms of complexity, the practice does not seem to be complex. It runs in collaboration with FabLab, an already established successful initiative.

4.2 Effectiveness

Habibi Works is connected with several international networks and collaborates with many national and international institutions.

According to their website, visitors have converted ideas into manufactured objects and acquired new technical and transversal skills. Through this initiative, migrants got a better idea about the life of an entrepreneur in an intercultural makerspace based in Europe.

5. Weaknesses of the best practice/areas for improvement (e.g. weak validity, complexity, etc.)

Overall, the practice seems to be particularly successful as it is well received by those involved. However, this practice is depending on fundraising activities and donations therefore its sustainability and maintenance cannot be assessed properly.

1. Enterprise4Integration

Name of initiative:	Enterprise4Integration
Name of implementing organization:	Soleterre
Type of implementing organization:	Foundation
Country (region/municipality):	Italy
Year of good practice implementation and duration of the best practice (if applicable):	N/A
Target group aimed at:	Migrants
Funding:	Program co-funded by the European Union and J.P. Morgan
Summary:	<p>Soleterre is a Foundation working towards the “acknowledgement and application of the Right to Health in its widest meaning. It is also committed to safeguarding the physical and psychological well-being of all, no matter the age group or nationality.”</p> <p>Enterprise4Integration offers the following services:</p> <ul style="list-style-type: none"> - Orientation and information - Training for business development - Training and incubation for aspiring entrepreneurs - Access to finance Mentoring and Networking - Soft skills development. - Services for migrant women entrepreneurs
Website:	https://program4integration.org

2. Short description of the best practice

2.2 Main goals/purpose of the practice

The arrival of migrants and refugees has become one of the biggest challenges in Italy and in many other European countries. In Italy, NGOs have an active role in responding to the humanitarian crisis. Moreover, migrant entrepreneur projects were increased in the last couple of years.

2.2 Main goals/purpose of the practice

Enterprise4Integration aspires to promote the integration of refugees in the Italian society by offering a well-rounded programme of activities that aim to strengthen the entrepreneurial skills of migrants and offer them practical experience. Specifically, the project provides legal assistance and mediation services to migrant entrepreneurs. They also provide training for business development through a network of experts and an established methodology to support entrepreneurs in strengthening their business. Furthermore, the project provides training and incubation for aspiring entrepreneurs. In addition, it provides a "3-month training process to develop your skills and entrepreneurial spirit. At the end of the training, the 10 best business ideas will be selected and will have the chance to become part of a 5-month incubation period."

In addition, the project supports aspiring entrepreneurs in accessing finance through a series of workshops and training on corporate finance (partnership with PerMicro and other entities in the sector). This offers them the opportunity to access capital through microfinance schemes. Moreover, the project offers mentoring and networking opportunities. Migrant entrepreneurs have the opportunity to meet Italian entrepreneurs and representatives from the Chambers of Commerce, or other employment services (partnership with Fondazione Sodalitas and Singa Italia). Finally, they provide soft skills development and services for migrant women.

2.3 Strengths of the best practice (e.g. scope, stakeholders' recognition, usability, practicability, adaptability, flexibility, etc.)

Scope: The methodology of this practice follows an Interdisciplinary approach focused on three main points: People and their needs; multidisciplinary interventions with transversal team; activities are implemented in collaboration with several other institutions.

Stakeholders' recognition: One of the strengths of this practice, is that as a partnership it has developed networking opportunities with other organizations and institutions.

Adaptability and flexibility: The idea of the initiative "Enterprise4Integration" has been used to design another project which is called "Work Integration Europe"

which involves three EU countries: Italy, Belgium and Sweden. Therefore, this practice is considered adaptable and flexible.

Furthermore, in collaboration with Punto Sud Fondation and a TCN's employment action model, "Entreprise4Integration" will be further developed at a European level through the exchange of good practices. This will help create a replicable and scalable model, which will enhance the entrepreneurial spirit of migrants and assist them in all phases of their entrepreneurial activities.

3. Implementation

3.1 Activities

This practice offers the following services:

- Orientation and information
- Training for business development
- Training and incubation for aspiring entrepreneurs
- Access to finance Mentoring and Networking
- Soft skills and development
- Services for migrant women entrepreneurs

3.2 Language and cultural sensitivity

The main languages are English and Italian.

Soleterre has started a *health* education project in Italy and in some locations in Africa. The organization based in Italy has been offering services for social and work inclusion.

4. Outcomes and results

4.1 Impact

With regards to impact, the migrants who participate in this initiative have developed a greater understanding of the entrepreneurial world and they feel more confident to start working independently in Europe.

According to data available on their website, during 2015-2018, Soleterre helped more than 200 migrants to start their career. *Entreprise4Integration* is a new project that involves several organisations and it will run from 2018-2020.

The Partners involved in the project are:

Unione Partigiani della provincia di Milano e di Monza e Brianza; Singa Organization; Sodalitas Foundation; Permico; Randstad Italy; Albero della Vita; Puntosud foundation.

4.2 Effectiveness

The project website of this project includes video testimonials with the stories of migrants that take part in this initiative under “Storie Migranti”. Participants describe the support they have received through the different stages of the process.

This initiative is considered especially effective as it combines skills development with training support, as well as mentoring and networking opportunities. It also targets groups that require more support to enter the entrepreneurial world such as migrant women.

This project receives funding from the EU and J.P Morgan which ensures that there are enough financial resources for its implementation.

5. Weaknesses of the best practice/areas for improvement (e.g. weak validity, complexity, etc.)

According to an external analysis by ISMU Foundation, one of the areas for improvement could be the funding plan for “the incubator and acceleration programs” because currently the Microcredit - funding is not considered enough (ISMU Foundation, 2019).

Complexity: The practice requires the involvement and collaboration of many organisations and institutions.

1. Capacity Zurich

Name of initiative:	Capacity Zurich
Name of implementing organization:	The Impact Hub Zürich
Type of implementing organization:	Non-profit association
Country (region/municipality):	Switzerland
Year of good practice implementation and duration of the best practice (if applicable):	2015 - Currently
Target group aimed at:	Migrants
Funding:	No information available
Summary:	"Capacity Zurich" is a Startup incubator for people with a refugee or migrant background. It empowers entrepreneurs to develop their ideas through self-sustaining and through collaborative frameworks, rather than to reinforce any form of dependency.
Website:	https://www.capacityzurich.ch/

2. Short description of the best practice

2.2 Main goals/purpose of the practice

Newly arrived migrants can find many barriers when it comes to language, culture and education when they arrive in a new country. These barriers seem to be particularly challenging when they try to find a job.

In order to respond to these challenges, some new organizations were established to cover the needs of migrants with regards to employment.

2.2 Main goals/purpose of the practice

The specific objectives of Capacity Zurich are:

- to help migrants and refugees contribute in the social and economic aspects of life.
- create a sustainable community with local people
- break stereotypes

According to their website, Capacity is a non-profit association in Zurich, Switzerland. “It was founded in 2015 by a group of locals and migrants who recognised the need for creative solutions to long-term refugee and migrant unemployment.”

Capacity offers programmes that bring together the local population with migrants and refugees in a space of “collaborative skill-sharing”. In 2016, it launched a Mentoring and Entrepreneurship Programme which aims to help refugees achieve economic self-sufficiency and promote new and inclusive relationships with the local population.

Moreover, it advocates on behalf of the community to promote migrant entrepreneurship and “redefine the role of migrant enterprises in economic growth and job creation.”

The partners involved in the project: UNCAD, OIM, UNHCR, Global Policy Guide on Entrepreneurship for Refugees and Migrants.

2.3 Strengths of the best practice (e.g. scope, stakeholders’ recognition, usability, practicability, adaptability, flexibility, etc.)

Scope: This is a well-structured programme which focuses on the integration process of refugees and migrants in the society by adding both refugees/migrants and the local population in its activities.

Adaptability and flexibility: The initiative has been replicated for several years. It is flexible as it can be applied in other contexts, with other target groups and in other countries as well.

Stakeholders’ recognition: According to their website, this practice has been recognised as a pioneering and worthwhile institution by many partners and collaborators at an international level.

It is very useful and practical: It works in three areas that are very important for those who entered the programme. Specifically, it works on skills development through the provision of interactive workshops and trainings; mentorship and coaching by professionals who support migrant entrepreneurs to develop their business idea and networking opportunities for individuals and enterprises.

3. Implementation

3.1 Activities

It provides interactive workshops and training on topics such as business development, storytelling, community building, intercultural communication, integration and diversity. This initiative also offers mentorship programme which supports migrant entrepreneurs to develop their business idea or social/cultural initiative. Finally, it offers networking opportunities for individuals and enterprises.

3.2 Language and cultural sensitivity

The main languages of this practice are English and German.

This initiative was established with the joint efforts of a multicultural team of locals and migrants. The aim of this practice is to find long-term creative solutions to migrant unemployment. It promotes communication and collaboration between migrants and the local population in a co-working space that provides a skills-sharing experience as well.

4. Outcomes and results

4.1 Impact

According to the information available on their website, this initiative has enhanced the knowledge and skills of unemployed migrants through workshops and trainings. The initiative has created an intercultural partnership and many networking opportunities for migrant entrepreneurs, therefore strengthening the sustainability of this initiative.

It uses the MindSet approach which is considered an to be an effective technique for inspiring ideas and provide both technical and practical support.

4.2 Effectiveness

The number of entrepreneurs that completed the programme based on the data available on their website are (available on website):

2016: 9 entrepreneurs;

2017:12 entrepreneurs;

2018: 22 entrepreneurs;

2019: 15 entrepreneurs (running year – the number of participants that completed the programme is expected to be higher by the end of the year).

The number of entrepreneurs that completed the programme has steadily increased during the years.

5. Weaknesses of the best practice/areas for improvement (e.g. weak validity, complexity, etc.)

The complexity of Capacity initiative could generate some difficulties for many small associations which have not had yet an organisational structure.

There is no further information about the future activities and therefore the sustainability of this initiative cannot be properly assessed. Moreover, there is no information available online regarding funding and resources and therefore, the financial sustainability and maintenance cannot be assessed properly.

1. RefugeeStartUp

Name of initiative:	RefugeeStartUp
Name of implementing organization:	Social Impact Lab Munich
Type of implementing organization:	The Social Impact Lab Munich is a project of the Social Impact gGmbH. Social Impact is an expert in start-up consulting. Several thousand companies have already been founded with the support of Social Impact.
Country (region/municipality):	Germany
Year of good practice implementation and duration of the best practice (if applicable):	Ongoing
Target group aimed at:	People with a refugee background
Funding:	It received funding from “Fondazione Generali” and “The Human Safety Net”
Summary:	They support entrepreneurs with a past history as refugees during the start and formation phase. This is done by providing a workstation in a coworking community, various training and workshops, as well as diverse contacts
Website:	https://muenchen.socialimpactlab.eu/en/

2. Short description of the best practice

2.1 National context

Based on the data provided on the website of this initiative, more than one million refugees have arrived in Germany since 2015. 131,000 were registered as unemployed in 2016, out of which 74% was assigned the category of those who lack formal vocational training. This does not necessarily mean that they lack skills or knowledge but that they lack certification or compatibility with the German system.

2.2 Main goals/purpose of the practice

The Social Impact Lab Munich helps refugees become entrepreneurs. Through their participation in the programme, refugees learn the basics of entrepreneurship (i.e. how to develop an idea and how to create a business plan) and interact with other organisations or individuals that work in the field of entrepreneurship. They also receive support through coaching and training. The focus of the RefugeeStartUp program is centred around self-employment as the use of one's own skills. No boundaries are set for the start-up ideas, whether it's an IT start-up, a grocery store, or a non-profit organisation. RefugeeStartUp begins with people's individual interests, competencies, and strengths, and works to promote them.

The specific objectives of this practice are to help refugees:

- become self-employed
- understand the German coworking space approach
- start a new StartUp and design new entrepreneurial ideas

2.3 Strengths of the best practice (e.g. scope, stakeholders' recognition, usability, practicability, adaptability, flexibility, etc.)

Scope: This initiative supports migrant entrepreneurs by providing coaching and training to help the conceptualise a business idea. It provides a lot of opportunities for Networking as it involves a lot community events where migrants can come together with other people and establish contacts.

Stakeholders's recognition: This is an initiative that is recognised and accepted by many organizations in Germany.

Adaptability and flexibility: The initiative is a part of the international program The Human Safety Net of the Generali Group. In the same program, there is another initiative with the same objectives that takes place in France. The initiative RefugeesStartUp could potentially be replicated in other Hub Coworking Spaces where training and services for entrepreneurs are provided. In addition, this initiative can be adapted and implemented with different target groups.

Usability and practicality: This is considered as a practical initiative as it uses the premises of the Impact Hub and it is based on other initiative. It uses the co-working facilities to host the migrants and other people with creative business ideas.

3. Implementation

3.1 Activities

The activities of this practice include:

- Coaching: all participants are accompanied by experienced consultants and experts who act as coaches
- Qualification: participants are being supported from the conceptualisation of the idea until the development of the StartUp
- Community: they also have the opportunity to participate in networking events, establish contacts with partners and potential stakeholders.

3.2 Language and cultural sensitivity

The main languages of this practice are English and German. This initiative is hosting different networking events as well as events that involve the local community. This gives refugees the opportunity to interact with the local community as well as experts and other professionals which helps them create contacts, understand the local business culture and expand their work network.

4. Outcomes and results

4.1 Impact

This is an initiative that includes activities that cover different areas and aspects for becoming a successful entrepreneur such as training, coaching and networking. The video testimonials that are available on the project website, show that participants felt supported and motivated through all the stages.

Moreover, this initiative receives funding “Fondazione Generali” and “The Human Safety Net” which ensures its impact and sustainability in the long-term.

4.2 Effectiveness

Video testimonials from participants and their experiences are available on official website.

The results of this initiative are:

- Migrants expanded their knowledge on topics related to self-employment and the labour market
- Migrants are able to build an independent life in German society
- They learned how to run their own business

- They have developed their business network

5. Weaknesses of the best practice/areas for improvement (e.g. weak validity, complexity, etc.)

In terms of validity, there are no official reports that evaluate this initiative and therefore its impact cannot be assessed properly. However, this is an initiative that has been replicated in other countries which shows that it follows a model that can be adapted and replicated easily.

1. EVA (eva-project.eu)

Name of initiative:	EVA (eva-project.eu)
Name of implementing organization:	VIFIN, CSCI, Municipality of Magdeburg, Politecnico di Torino SOS Malta, SYNTHESIS
Type of implementing organization:	Erasmus+ partnership
Country (region/municipality):	Cyprus, Denmark, Germany, Italy, Malta
Year of good practice implementation and duration of the best practice (if applicable):	2018 - ongoing
Target group aimed at:	Migrants who wish to become entrepreneurs
Funding:	The development of the platform was funded by Erasmus+
Summary:	The EVA platform is an online tool for potential entrepreneurs with a migrant background. The platform is divided into 3 sections: Discover, Develop and Test (your enterprise skills). The potential entrepreneur can use EVA as a self-study platform but it can also be used as a tool in connection to training or coaching sessions. The potential entrepreneurs' acquired knowledge and competencies can be validated through the earning of digital badges (Test Your Enterprise Skills).
Contact / more information	https://eva-project.eu/ angru@vejle.dk

2. Short description of the best practice:

2.1 National context

In Denmark, around 10 % of the population is foreign-born. The Danish municipalities play an important role in implementing the three-year long integration program, which has a strong focus on employment.

The employment level of migrants is lower than for inhabitants with Danish background, especially if you look at non-western migrants. However, the percentage of self-employed are higher among the employed non-western migrants (8.2 %) than among employed persons of Danish origin (5.7 %).

Some municipalities run special entrepreneurship courses for unemployed migrants. In some of the large cities, initiatives like outreach work and consultants with specific expertise in this field are part of the public business service. In addition, the business service in the largest cities also offers events and guidance in English for 'international' entrepreneurs.

2.2 Main goals/purpose of the practice

The main goal of the platform is to support and promote migrant and ethnic minority entrepreneurs and help these groups to overcome difficulties, which might prevent them from starting and growing businesses in Europe.

2.3 Strengths of the best practice (e.g. scope, stakeholders' recognition, usability, practicability, adaptability, flexibility, etc.)

The potential entrepreneur can use EVA as a self-study platform but it can also be used as a tool in connection to training or coaching sessions. The potential entrepreneur has the possibility of e-mailing his/her results in the screening section (Discover Your Enterprise Skills) to the trainer/coach who can use the results in the further dialogue with the potential entrepreneur.

The potential entrepreneurs' acquired knowledge and competencies can be validated through the earning of digital badges (Test Your Enterprise Skills).

3. Implementation

3.1 Activities

The platform is divided into 3 sections: Discover, Develop and Test (your enterprise skills).

The section Discover Your Enterprise Skills will assess the users' existing skills and mindset towards becoming an entrepreneur and guide them on areas where they might need to learn more.

Develop Your Enterprise Skills is a structured collection of links to information websites and training possibilities for potential entrepreneurs.

Finally, Test Your Enterprise Skills is a 3D environment that takes the users through five different scenarios with cases and dilemmas to consider, and gives the users the possibility of taking a test for each of the scenarios. If users pass the tests, they earn digital badges that show they have achieved the expected learning outcome of the platform.

3.2 Language and cultural sensitivity

The platform is available in Danish, English, German, Greek, Italian and Maltese, and is adapted to the conditions in each partner country: Denmark, Germany, Cyprus, Italy and Malta (the English version is adapted to Maltese conditions). The language level is suited for people with a basic/medium understanding of the host country's language.

4. Outcomes and results

4.1 Impact

During the project period, around 50 migrants pilot tested the platform in order to give feedback to the project partnership about the navigation of the platform, language level etc. Not all testers were migrants with an explicit interest in becoming entrepreneurs. Though the testers pointed out areas that could be improved, they also gave positive comments for all parts of the platform and expressed that the platform helped them improve their skills and knowledge on entrepreneurship.

4.2 Effectiveness

In 2018 (until end of August), the different sections of the platform have had from 635 to about 1000 visits in total for all languages.

5. Weaknesses of the best practice/areas for improvement (e.g. weak validity, complexity, etc.)

The EVA platform is not a full training in starting and running a business, it cannot stand alone in the preparation of the potential entrepreneur.

So far, the number of users is limited. There is a need for making the platform more known among stakeholders and end users.

1. Become Your Own Boss (Bliv din egen chef)

Name of initiative:	Become Your Own Boss (Bliv din egen chef)
Name of implementing organization:	Helsingør Municipality
Type of implementing organization:	Public body
Country (region/municipality):	Denmark (Helsingør Municipality)
Year of good practice implementation and duration of the best practice (if applicable):	2017 - 2020
Target group aimed at:	Unemployed refugees and migrants who are distant from the labour market but ready to upgrade their competencies
Funding:	The municipality funds the practice. It is implemented in a cooperation between the Business Service Department and the Integration Department in the municipality.
Summary:	The practice is an individualized entrepreneurship course often combined with internship and language learning. The course is based on a hand-held approach, inner motivation and empowerment. The objective is not necessarily that the participants start their own business but that they become their own boss in a broad sense; that they take control of their lives whether that means getting a job or an education, or starting their own business.
Contact / more information	https://www.helsingor.dk/erhverv/erhvervsnyt/2019/bliv-din-egen-chef/ Juan Recinos Jensen: jri12@helsingor.dk

2. Short description of the best practice

2.1 National context

In Denmark, around 10 % of the population is foreign-born. The Danish municipalities play an important role in implementing the three-year long integration program, which has a strong focus on employment.

The employment level of migrants is lower than for inhabitants with Danish background, especially if you look at non-western migrants. However, the percentage of self-employed are higher among the employed non-western migrants (2018: 8.2 %) than among employed persons of Danish origin (2018: 5.7 %).

Some municipalities run special entrepreneurship courses for unemployed migrants. In some of the large cities, initiatives like outreach work and consultants with specific expertise in this field are part of the public business service. In addition, the business service in the largest cities also offers events and guidance in English for 'international' entrepreneurs.

2.2 Main goals/purpose of the practice

The main purpose of the practice is to help unemployed migrants become self-supporting.

2.3 Strengths of the best practice (e.g. scope, stakeholders' recognition, usability, practicability, adaptability, flexibility, etc.)

As it is a cooperation between different departments in the municipality, the course can take a holistic approach towards the participants. It is flexible and individualized in terms of longevity and content.

It is a voluntary course for the unemployed and it is based on the motivation and drive of the participants. The approach is centered on empowerment, trust and tolerance. Along the way, demands are made of participants.

From a system-oriented point of view, another strength of the practice is that it puts focus on the entrepreneurial path as equal to being employed, which is seldom the case when it comes to employment actions in the municipalities.

3. Implementation

3.1 Activities

The course starts with a screening to find out if the goal of the participant should be to start his/her own business, get a job or start education, or maybe a combination of these possibilities. The focus is on promoting the participant's motivation and drive to enter the labor market and finding out how the

participant's skills, experiences and wishes can best be put into play.

Then, an individual plan is created in collaboration with the business community, educational institutions and companies. If the participant has a business idea, the course can include a combination of entrepreneurship internships, language learning, workshops and exercises, development of business plan and strategy, and training in administrative procedures concerning setting up and running a business. Short vocational courses, such as diploma in hygiene when handling food, can also be part of the course.

At the end of the course, participants are handed a diploma as a recognition of completing the course.

Usually, entrepreneurs cannot receive free advice from the municipality once they have registered their company but in this project, the consultant has been allowed to advise the participants for two months after opening a company.

Furthermore, the consultants from the municipality can help the participants get in touch with a number of voluntary business mentors and sponsors who can support them when the course has ended.

3.2 Language and cultural sensitivity

The business consultant that mainly run the course is a refugee himself and so he knows what it is like to be a newcomer, and that it can take a long time to reach your goal. He uses his own experiences when training the participants.

An example of the cultural sensitivity of the practice is that when nine women with non-western backgrounds were to participate in the course at the same time the consultant invited the families of the women in order to tell their husbands about the course and have dinner all together. From his own cultural background, the consultant was familiar with the importance of involving the family members in order to get their acceptance of a plan for the individual.

The consultant does not expect the participants to be able to write long business plans in Danish. Instead, they work with a mini business model – a one-pager with 5 questions that can be answered in any language – and in general, many illustrations are used.

4. Outcomes and results

4.1 Impact

From the consultant's experience, the participants become more independent from the course, because they are encouraged to take control of their own lives.

The concept and approach of 'Become Your Own Boss' has attracted attention from a large number of other municipalities and organizations.

4.2 Effectiveness

In general, approximately 40 % of the participants are self-supporting by the end of the course.

In the case of the nine women mentioned in section 3.2., six of them have either started their own business, gotten a job or started an education.

5. Weaknesses of the best practice/areas for improvement (e.g. weak validity, complexity, etc.)

The consultant points out that in many cases implementing this practice will require upgrading of competencies on how to promote the motivation and drive of the target group and on how to organize the approach as a coordinated effort between several departments and institutions.

Another challenge is that many participants lack economic support. In Denmark, unemployed people who receive cash benefits (kontanthjælp) can no longer receive benefits once they have registered a company.

1. Startupsvar.dk (startupanswers)

Name of initiative:	Startupsvar.dk (startupanswers)
Name of implementing organization:	DANA
Type of implementing organization:	Unemployment insurance fund for self-employed
Country (region/municipality):	Denmark
Year of good practice implementation and duration of the best practice (if applicable):	2014 - ongoing
Target group aimed at:	Potential entrepreneurs
Funding:	Sponsored by different private companies
Summary:	Startupsvar.dk is a website that functions as an open source dictionary about starting a business. In short and practical oriented articles, it answers the most important questions the potential entrepreneur will have before and after starting a business.
Contact / more information	https://www.startupsvar.dk/ startupsvar@dana.dk

2. Short description of the best practice

2.1 National context

In Denmark, around 10 % of the population is foreign-born. The Danish municipalities play an important role in implementing the three-year long integration program, which has a strong focus on employment.

The employment level of migrants is lower than for inhabitants with Danish background, especially if you look at non-western migrants. However, the percentage of self-employed are higher among the employed non-western

migrants (2018: 8.2 %) than among employed persons of Danish origin (2018: 5.7 %).

Some municipalities run special entrepreneurship courses for unemployed migrants. In some of the large cities, initiatives like outreach work and consultants with specific expertise in this field are part of the public business service. In addition, the business service in the largest cities also offers events and guidance in English for 'international' entrepreneurs.

2.2 Main goals/purpose of the practice

The main purpose of the website is to help potential entrepreneurs become successful business owners.

2.3 Strengths of the best practice (e.g. scope, stakeholders' recognition, usability, practicability, adaptability, flexibility, etc.)

The website is open for everyone. It deals with the most important areas in starting and running a business in a practical and easily understandable manner. The website gives access to business plan and budget tools in both Danish and English.

3. Implementation

3.1 Activities

3.2 Language and cultural sensitivity

The articles on startupsvar.dk are written in a relatively simple language with the intention of giving easily understandable answers to the most important questions for an entrepreneur. The website is not targeted at migrants specifically but a private business consultant who has experience in training and advising entrepreneurs with migrant background originally developed it. The website also gives access to tools in English.

4. Outcomes and results

4.1 Impact

The above-mentioned business consultant developed the website as a successor to another website 100svar.dk (100answers.dk) which was active 2003-2013 and was visited by 17,000 people per month at the time it closed. Since November 2017, Startupsvar.dk is owned and maintained by DANA, an unemployment insurance fund for self-employed. DANA receives positive feedback from the users. They mainly use the site before starting a business and in their first year as business owners.

4.2 Effectiveness

On average, the website has around 40,000 unique visitors per month.

5. Weaknesses of the best practice/areas for improvement (e.g. *weak validity, complexity, etc.*)

DANA is planning to improve the 'look and feel' of the site, as it needs to be updated.

When users contact DANA about questions that are not yet answered on the website, DANA considers whether that answer should be included on the website.

1. Etnisk iværksætterkonsulent (Ethnic Entrepreneur Consultant / Business Coaching for Ethnic Minorities)

Name of initiative:	Etnisk iværksætterkonsulent (Ethnic Entrepreneur Consultant / Business Coaching for Ethnic Minorities)
Name of implementing organization:	Vejle Kommune (Vejle Municipality)
Type of implementing organization:	Public body
Country (region/municipality):	Denmark (Vejle Municipality)
Year of good practice implementation and duration of the best practice (if applicable):	2005 - ongoing
Target group aimed at:	Migrants
Funding:	The entrepreneur consultant is an employee in the Business Service Department in the municipality. The practice started as a project funded by the Danish Ministry of Integration and in some periods, it has received funding from EU and national funds alongside with the funding from the municipality.

Summary:	The consultant / coach offers highly individualized support to migrant entrepreneurs mainly through one-on-one coaching. Being a migrant himself, the consultant has insight into the challenges that migrants face and at the same time, he knows the Danish culture and society well. This is an advantage in terms of building trust, and bridging to the Danish business culture and the mainstream support services.
Contact / more information	https://www.vejle.dk/erhverv/ivaerksaetter/er-du-etnisk-ivaerksaetter/ Muhsin Turkyilmaz: muhtu@vejle.dk

2. Short description of the best practice

2.1 National context

In Denmark, around 10 % of the population is foreign-born. The Danish municipalities play an important role in implementing the three-year long integration program, which has a strong focus on employment.

The employment level of migrants is lower than for inhabitants with Danish background, especially if you look at non-western migrants. However, the percentage of self-employed are higher among the employed non-western migrants (2018: 8.2 %) than among employed persons of Danish origin (2018: 5.7 %).

Some municipalities run special entrepreneurship courses for unemployed migrants. In some of the large cities, initiatives like outreach work and consultants with specific expertise in this field are part of the public business service. In addition, the business service in the largest cities also offers events and guidance in English for 'international' entrepreneurs.

2.2 Main goals/purpose of the practice

Often ethnic minority entrepreneurs rely on friends and family instead of using public business development services. This may lead to serious mistakes or wrong decisions. Accordingly, the objective of the consultant's work is to provide professional support to potential entrepreneurs with migrant background in starting and running their own business successfully.

2.3 Strengths of the best practice (e.g. scope, stakeholders' recognition, usability, practicability, adaptability, flexibility, etc.)

The service is very individualized and flexible in meeting the needs of the entrepreneurs, regarding both content, frequency, length and location of the coaching.

The consultant can provide support not only on entrepreneurship but also on cultural issues and specific issues related to being a migrant.

The consultant functions as a bridge to the mainstream support services.

The service is low-cost, as it only requires the consultant's salary and an office.

3. Implementation

3.1 Activities

The practice works on two levels: group information sessions and one-on-one coaching sessions. The group information sessions provide general information on business creation in Denmark, available support services, etc. These sessions are typically held at the job centre for newly arrived migrants and at the local asylum centre. The individual coaching sessions focus at first on identifying whether the potential entrepreneurs are ready to start a business or not, in terms of not only business idea and business plan but also in terms of health, family issues, economic situation, etc. In other words, the coach takes a holistic approach to assess the entrepreneurs' potential for starting and running a business successfully. The first coaching session can last up to 2 hours. The entrepreneurs typically receive five coaching sessions in total. In many cases the consultant refers the entrepreneurs to other relevant services or business training programs, for instance when specific legal and regulatory advice is needed.

The entrepreneurs can continue receiving coaching after opening their business, and sometimes the coach goes to visit the shops to find out if the business owner needs more sparring.

3.2 Language and cultural sensitivity

The coaching is provided in Danish and in Turkish as this is the mother tongue of the consultant. Being a migrant himself and very experienced in working with migrant entrepreneurs, the consultant has a good understanding of the migrants' challenges as well as the Danish (business) culture, which allows him to act as a mediator or cultural interpreter.

4. Outcomes and results

4.1 Impact

The consultant is known as one of the most experienced on the national level concerning migrant entrepreneurship, and he has inspired other municipalities in establishing the same kind of service. His work is also recognized on the EU level - it has received awards and been selected as best practice several times.

4.2 Effectiveness

The consultant reports that in the period 2005-16, 210 migrants and descendants in Vejle started a business out of around 900 that the consultant assisted in the period. Statistics show that from 2009-11 Vejle Municipality had a larger increase in percentage of self-employed migrants and descendants than on the national level.

5. Weaknesses of the best practice/areas for improvement (e.g. weak validity, complexity, etc.)

The consultant sees a need for complementing his practice with a mentoring network. He also points out that many potential entrepreneurs ask about the possibility of getting economic support for starting up.

1. Egenvirksomhed.nu (Owncompany.now)

Name of initiative:	Egenvirksomhed.nu (owncompany.now)
Name of implementing organization:	Egenvirksomhed.nu
Type of implementing organization:	Private independent association
Country (region/municipality):	Denmark (Aarhus)
Year of good practice implementation and duration of the best practice (if applicable):	2017 - ongoing
Target group aimed at:	Unemployed refugees and Danes
Funding:	None
Summary:	Egenvirksomhed.nu is a private independent association of business mentors that offers support to both unemployed refugees and Danes in the process of becoming self-employed. The association cooperates with several municipalities.
Contact / more information	http://egenvirksomhed.nu info@egenvirksomhed.nu

2. Short description of the best practice

2.1 National context

In Denmark, around 10 % of the population is foreign-born. The Danish municipalities play an important role in implementing the three-year long integration program, which has a strong focus on employment.

The employment level of migrants is lower than for inhabitants with Danish background, especially if you look at non-western migrants. However, the percentage of self-employed are higher among the employed non-western

migrants (2018: 8.2 %) than among employed persons of Danish origin (2018: 5.7 %).

Some municipalities run special entrepreneurship courses for unemployed migrants. In some of the large cities, initiatives like outreach work and consultants with specific expertise in this field are part of the public business service. In addition, the business service in the largest cities also offers events and guidance in English for 'international' entrepreneurs.

2.2 Main goals/purpose of the practice

The main goal of the association is to help unemployed citizens with a potential of being self-employed with the process of starting their own business. The association aims to have helped 75 people by 2020.

2.3 Strengths of the best practice (e.g. scope, stakeholders' recognition, usability, practicability, adaptability, flexibility, etc.)

All the business mentors are experienced in running a business. As one-on-one relationships, the practice is flexible and individualized. The mentors have to be passionate about helping the participants because they are doing it as voluntary work.

3. Implementation

3.1 Activities

The association has 11 business mentors (July 2019). They help potential entrepreneurs with strengthening their business idea and with both the formalities and practicalities of opening a business. The potential entrepreneurs have to describe their business idea in a business plan before being enrolled in the program. In addition, there has to be an agreement with the job consultant in the municipality about the enrolment so the program can be part of the participant's job plan.

Meetings between mentor and mentee are not in a fixed schedule but by appointment, and a contract typically lasts 6 months. During this period the mentor both has the role of mentor and informal guide or friend who is at disposal on phone, e-mail or face-to-face meetings when needed. Meetings are held once or twice every 14 days, and e-mails and phone calls several times a week. Meetings are typically (and ideally) held in the mentees home or business – this is a safe environment, and here the mentee can both feel secure and act as host, returning the granted favour and thus gain equality.

3.2 Language and cultural sensitivity

Mentoring is conducted in a common language, which both mentor and mentee master sufficiently. The overarching ambition of any mentor-mentee relationship is the success and sustainability of the business case, and if Danish is a prerequisite, the mentor may choose to conduct mentoring in Danish to aid learning the language; this is not a primary objective though.

4. Outcomes and results

4.1 Impact

The one-on-one mentoring often results in intimate partnerships, where the sparring is a highly satisfactory creative endeavor for both mentor and mentee. The mentor's business knowhow, the mentee's willingness to work hard, and the nurturing partnership seem to be an effective package that cut many corners making business courses less relevant. Experience shows that business can be up and running and/or sustainable between 2-26 weeks.

The initiative is primarily localized in Østjylland around the provincial capital of Aarhus. Attempts to expand to other areas have been ineffective, primarily due to the fact, that a mentor requires a mentee, and the latter have been surprisingly hard to find.

4.2 Effectiveness

Egenvirksomhed.nu has aided 14 entrepreneurs in 2017 and 2018 and of these, only two have terminated their businesses within one year. This is a significantly higher success rate compared to the overall approximately 1 in 3 terminating their newly established businesses within one year. The organization thinks that the difference may be due to both the mentoring and the very unfortunate situation the refugees are in, and their willingness to "walk an extra mile".

5. Weaknesses of the best practice/areas for improvement

As a privately funded and operated organization a primary weakness is the perpetuation of the organization's workings, especially when changes both domestically as well as internationally create variations in the influx (to the organization) of refugees or the demography.

The main capital of the organization are the mentors and their efforts – if they lose their objective because of fewer or no refugees, the foundation crumbles. A tighter relationship between nationwide run organizations working with refugees and migrants, such as the Danish Red Cross and Dansk Flygtningehjælp (Danish Refugee Aid), may be a solution and is currently being investigated.

1. EMI – Consultation and Coordination Center for migrant entrepreneurs

Name of initiative:	EMI – Consultation and Coordination Center for migrant entrepreneurs
Name of implementing organization:	ePlan consult GmbH
Type of implementing organization:	Private company
Country (region/municipality):	Magdeburg, Saxony-Anhalt, Germany www.magdeburg.de
Year of good practice implementation and duration of the best practice (if applicable):	2016 - ongoing
Target group aimed at:	To provide migrant entrepreneurs with the targeted advice and legal support accompany their foundation.
Funding:	By the European Social Fund in Germany
Summary:	The advisors of the EMI Project are accompanying the migrant entrepreneurs and university graduates in the federal state of Saxony-Anhalt in developing a business plan and business creation. https://eplan-consult.de/ https://eplan-consult.de/news/

2. Short description of the best practice

2.1 National context

Both migration and entrepreneurship are important topics for European countries in terms of potential development impacts.

Issues about the arrival of new immigrants and refugees, and the problems of

integration processes are rooted in the deep and vast changes that have characterized the recent history of European international migration: only in 2015, about 1.4 million non-European refugees arrived in the EU applying for asylum (25% from Syria, 25% from Afghanistan and Iraq). Germany is the first priority of refugees, followed by Sweden, Italy, and Denmark. Each country has to tackle the emergency, taking into account that the number of people from these countries already contributes to the group of already residing migrants.

Integration is a multidimensional process of interactions between migrants and the receiving society. It is not a single policy, but a dimension, which requires efforts in many areas and needs to be considered in a wide range of policy developments at various levels and involving numerous actors. This is where the project starts.

2.2 Main goals/purpose of the practice

The main goal of the project is to provide migrant entrepreneurs with the targeted advice and legal support accompany their foundation.

2.3 Strengths of the best practice (e.g. scope, stakeholders' recognition, usability, practicability, adaptability, flexibility, etc.)

The project offers in its orientation more opportunities for migrants makes it easier to start the own business lets the participant benefit from the strengths of the project team and has already been listed several times as a best practice project. In addition, EMI offers a wide network of strategic collaborations for the potential founders

3. Implementation

3.1 Activities

On their way to self-employment potential entrepreneurs will be offered with a wide range of free of charge workshops, coaching's and individual trainings, which will cover an important economic and financial issues. Intensive trainings in the Business German and German tax law are also included in the teaching program.

The EMI Project Services:

Individual Consultation

Coaching

Wide range of Workshops

The Business German language course

The German tax laws

Organisation and hosting of informational events for the migrant entrepreneurs

3.2 Language and cultural sensitivity

The project is multicultural and set in many languages. Since it also employs migrants, there is a high level of understanding for the personal situation of the participants.

4. Outcomes and results

4.1 Impact

From 2016 till 2019: 629 project participants were informed about business start-up possibilities in Saxony-Anhalt.

4.2 Effectiveness

From 2016 till 2019: 36 migrant entrepreneurs (8 Women and 28 Men) have built their own small businesses with the support of the EMI professional Team.

5. Weaknesses of the best practice/areas for improvement (e.g. weak validity, complexity, etc.)

The website is currently only available in German. That makes the access to the project more difficult.

1. Kombimodell 1+3 (Combi model 1+3 competition: otto pays your bill (Gewinnspiel: otto zahlt deine rechnung))

Name of initiative:	Kombimodell 1+3 (Combi model 1+3)
Name of implementing organization:	Chamber of Commerce and Industry of Coburg
Type of implementing organization:	Public body
Country (region/municipality):	Coburg/Bavaria/Germany
Year of good practice implementation and duration of the best practice (if applicable):	2016 - ongoing
Target group aimed at:	adolescent and young adult refugees
Funding:	own funds, Bavarian State Ministry of the Interior, for Sport and Integration
Summary:	<p>The aim of the model is to integrate and qualify young refugees with a long-term perspective to stay. This will also contribute to the guaranteeing of specialists.</p> <p>Refugees undergo a one-year extended vocational training combined with integrated German language training as part of the combined model. They are thus quickly available as qualified specialists.</p> <p>https://www.coburg.ihk.de/778-0-1plus3.html</p>

2. Short description of the best practice

2.1 National context

In the meantime, the 1 + 3 combined model is being implemented in other regions as well. Exemplary are Munich and Lower Bavaria. In Oldenburg is also

the combination model just before the start.

2.2 Main goals/purpose of the practice

In order to effectively promote the integration of refugees, the Chamber of Commerce and Industry of Coburg has launched the nationwide unique combination model "1 + 3" in 2016. The special feature of "1 + 3" is the specific language acquisition from the beginning, combined with vocational school and training in the company. As a result, vocational training is extended by one year, yet the young people are available as skilled workers to the labor market earlier than in the usual models with corresponding integration and language training.

The refugees are supported by mentors at the companies.

Through the training allowance right from the start, the refugees will be able to lead a self-determined life. It also promotes the integration into work and society.

2.3 Strengths of the best practice (e.g. scope, stakeholders' recognition, usability, practicability, adaptability, flexibility, etc.)

The model is transferable into all training areas.

The essential prerequisite is the cooperation of training companies, vocational schools and the training prospect for refugees.

3. Implementation

3.1 Activities

The refugees must undergo a professional aptitude test developed by the Chambers. The companies are actively supported by searching for suitable candidates.

3.2 Language and cultural sensitivity

The majority of the participants are from Syria and Afghanistan, occasionally from Somalia and Iraq.

Meanwhile, there are 65 people with a refugee background in the project.

The project language is German.

4. Outcomes and results

4.1 Impact

In the city and district of Coburg, a total of about 1,100 refugees are currently

accommodated in various institutions. Many of them now want to work or start a vocational training. Before a company can hire a refugee, many questions have to be clarified. Which occupations are possible? How do you assess degrees earned abroad? What funding opportunities are there? How can refugees be integrated into the company? The Combi model 1+3 gives answers to these and other questions and makes a major contribution to the integration of refugees.

4.2 Effectiveness

The drop-out rate is well below the usual average.

Meanwhile, the first refugees have successfully completed the final exam.

5. Weaknesses of the best practice/areas for improvement (e.g. weak validity, complexity, etc.)

Project information currently exists only in German language.

1. Training: Simple language – speaking and writing

Name of initiative:	Training: Simple language – speaking and writing
Name of implementing organization:	IQ Network Saxony-Anhalt
Type of implementing organization:	Non-profit association
Country (region/municipality):	Germany/ Saxony-Anhalt/ Magdeburg
Year of good practice implementation and duration of the best practice (if applicable):	2019
Target group aimed at:	<ul style="list-style-type: none"> • executives and employees of the employment services (employment agencies, job centers) • executives and employees in municipalities and districts • Actors of the regional economy in the chambers and associations • Employees and executives of the voluntary welfare service • Managers, administrative staff and employees of universities and colleges • Volunteers
Funding:	The program "Integration through Qualification (IQ)" is funded by the Federal Ministry of Labour and Social Affairs and the European Social Fund.

Summary:	In the training the participants get to know the principles of simple language. They practice applying simple language in conversations and texts.
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2. Short description of the best practice

2.1 National context

We find complicated formulations everywhere: in forms, job offers, emails and counseling sessions. What makes our language so often incomprehensible? Simple language is a method to communicate information in an understandable and precise content. The liveliness of the language is preserved.

2.2 Main goals/purpose of the practice

In the training the participants get to know the principles of simple language. They practice applying simple language in conversations and texts.

2.3 Strengths of the best practice (e.g. scope, stakeholders' recognition, usability, practicability, adaptability, flexibility, etc.)

The offer is available for different target groups (see above). The goal is to make the concept of the simple language feasible for the daily work of the participants. It works on concrete texts and formulations from the participants daily work, which they are "translating" into simple language. The focus is on the comprehensible communication of complex (official) texts for the customers of the participants and the development of their own language sensitivity in everyday work.

3. Implementation

3.1 Activities

The training is offered once a year at a fixed date and can also be booked as an in-house training in institutions.

3.2 Language and cultural sensitivity

The training is offered in German.

4. Outcomes and results

4.1 Impact

From the feedback of the participants we notice an increased ability to reflect personal usage in the work context. In addition, some concrete ideas for the conversion of the simple language in their own field of work can be taken.

4.2 Effectiveness

Through the approach of collective learning and interdisciplinary exchange of different work areas among the participants, a change of perspective of one's own speech usage is more easily accessible.

In addition, simple language is not presented as a fixed concept, but as a catalog of recommendations for action that can support their own professional communication and serve as a field of experimentation in their own language. At the same time, awareness of the elimination of linguistic barriers is raised.

5. Weaknesses of the best practice/areas for improvement (e.g. *weak validity, complexity, etc.*)

When reflecting on the applicability of the Simple Language concept, participants often reach the regulated limits of their own field of work. So it is not possible to maintain legal certainty applications / legal texts, etc. in simple language to translate. In addition, the implementation of simple language requires temporal resources that are not available in many work environments.

1. Start it up – Italy

Name of initiative:	Start it up
Name of implementing organization:	Unioncamere
Type of implementing organization:	Business Association
Country (region/municipality):	Italy: Ancona (Marche region), Bari (Apulia region), Bergamo (Lombardy region), Catania (Sicily region), Milano (Lombardy region), Roma (Lazio region), Torino (Piedmont region), Udine (Friuli region), Verona (Veneto region), Vicenza (Veneto region)
Year of good practice implementation and duration of the best practice (if applicable):	2012
Target group aimed at:	Extra-UE migrants
Funding:	The activities are funded through national resources: Italian Ministry of Labour
Summary:	<p>The Start it up project was conceived considering the immigrant as a resource in our real economy, to enable him to integrate into our country through a "natural" way of the human race: doing business.</p> <p>The Chambers of Commerce and their special companies, Unioncamere and the national agencies of the Chamber System have been involved in this, and have worked synergistically to focus and then carry out, in ten local areas, an experiment with services to assist aspiring entrepreneurs who are suitable for non-EU immigrants who</p>

	regularly immigrate to the national territory.
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2. Short description of the best practice

2.1 National context

Italy has been a country of net migration since the 1970s, therefore, there is a growing population of 2nd generation migrants born in Italy. The Italian labour market scenario is characterised by an interesting trend: Italian entrepreneurs are steadily decreasing whereas migrant entrepreneurs are constantly increasing. *“As of today, one enterprise out of ten in Italy is managed by a migrant entrepreneur. In the last ten years, the country has registered an impressive growth rate of +54% (equivalent to 527.000 enterprises at national level) in the number of entrepreneurs with a migrant background. The trend is expected to maintain the increasing path. Indeed, a recent publication specifically targeting the Craft sector forecasts that by 2025 the number of migrant-established crafts will overtake the Italian ones. The sectors mostly involved in the boom are commerce, restauration and building as well as, more recently, cleaning, gardening and sewing. Nevertheless, gaps still exist and are mainly related to the lack of specialised support services”* (Source: http://migrant-entrepreneurship.eu/wp-content/uploads/2019/05/B.2_Milan.pdf). Half of the migrant businesses are concentrated in the North of Italy (more than 50%), in the Centre (more than 25%) and the remaining part in the south of the country (more than 20%). In addition to indicating that the North and the Centre of the country are those parts with a higher concentration of stable migrants, it also suggests that in large urban areas there are better opportunities to set up a business. In particular, there is a range of support activities targeted to immigrant entrepreneurs. Most of them are promoted by national institutions but carried out at the regional or provincial levels. The range of support includes information, financing, incubation, individual support, and professional networks.

2.2 Main goals/purpose of the practice

The Italian Union of Chambers of Commerce, Industry, Handicrafts and Agriculture (Unioncamere) is the public body that represents the Italian chamber system vis-à-vis the bodies of territorial, national and international government. It provides assistance and advice to the Chambers of Commerce, Industry, Handicrafts and Agriculture and manages an equalisation fund so that the bodies can carry out their functions in a balanced and homogeneous way on the national territory.

The Start it up project is in line with these needs in order to facilitate the path of "doing business" of immigrants from countries outside the European Union.

The project aimed to promote the social and economic integration of 400 non-EU immigrants in Italy through business creation or self-employment.

This was possible through the design and testing over 18 months, in 10 territories coinciding with those of the same number of Chambers of Commerce, of a systemic action in which the services of guidance, info-training and assistance in the preparation of the business plan were integrated.

2.3 Strengths of the best practice (e.g. scope, stakeholders' recognition, usability, practicability, adaptability, flexibility, etc.)

The services for aspiring entrepreneurs have been provided on the territory in the form of a counter, considered more suitable and adherent to the particular target of people.

Obviously, the different situations had to be taken into consideration and on the basis of these, three categories of assistance paths emerged:

1. for aspiring entrepreneurs who had not yet defined the business idea:

initial orientation;

entrepreneurial info-training;

assistance in drawing up the business plan;

2. for aspiring entrepreneurs who already had a business idea, even if not clearly defined:

orientation towards start-up and start-up funding;

entrepreneurial info-training;

qualified assistance for the deepening and completion of the project;

3. for aspiring entrepreneurs who already had a precise business idea:

orientation towards start-up and start-up funding;

entrepreneurial info-training;

qualified assistance for the deepening and completion of the project.

3. Implementation

3.1 Activities

The services were tested through 10 Chambers of Commerce and their special companies, which were the points of supply of the services themselves.

The locations were identified on the basis of three criteria:

taking as a reference the Regions that, at the time of planning, had activated incentives for business creation (Lombardy, Piedmont, Friuli Venezia Giulia, Veneto, Marche, Lazio, Puglia and Sicily), so as to be able to activate a process of driving force and integration of public and private resources in support of business creation;

selecting, within these, the territories with the highest concentration of non-EU immigrants, so as to be able to have a greater probability of intercepting aspiring foreign entrepreneurs;

assigning to each territory the number of potential recipients of services in a way that is not directly proportional to the concentration of immigrants in the territories, in order to avoid an almost absolute polarization of interventions in a geographical macro-area to the detriment of the others (North rather than Centre or South).

These services have acted on several levels of content to respond to the different needs of immigrants:

general economic information on the economic sectors and personalised according to the business idea;

administrative information on the formalities necessary for starting a business and on those relating to the specific economic activity;

orientation in the choices of defining the business idea through individual and group meetings, supported also by tests on entrepreneurial attitudes and by tests of business risk assessment, which would bring out the real motivations of those concerned;

short info-training (between 8 and 40 hours) on the business culture and the legal elements concerning the economic activities in Italy, the legal form and the sources of financing;

accompaniment to the definition of the personalized business plan for each business idea, with meetings in the presence of individuals or groups (in the case of associated forms of business), interspersed with distance work (general layout, content review and financial plan).

3.2 Language and cultural sensitivity

Assistance services were provided in Italian only. However, several Chambers of Commerce websites provide information in Italian and English. Additionally, in large metropolises, like Milan and Rome, cultural mediators are normally active to ensure that language and cultural sensitivity is respected.

4. Outcomes and results

4.1 Impact

Aspiring entrepreneurs benefiting from the services = 434

Business plan of enterprise = 409

Established companies = 12

4.2 Effectiveness

Some interesting results can be obtained:

- the immigrants who want to develop an entrepreneurial idea are young (average age 35 years) and have a medium-high level of education; for the women who participated in the project the average age is slightly higher, but this can be explained by the presence of children and by the role of immigrant women in the destination country;
- within the various countries and citizenships of origin of aspiring entrepreneurs, the population coming from the African continent seems to play a significant role, even if the presence of numerous subjects born in Latin America (in particular Peru) seems to indicate further signs of change; in comparison with the data available for active foreign companies (data Unioncamere-InfoCamere, Movimprese; Caritas/Migrantes, 2010; Leone Moressa Foundation, 2011) we can see a limited presence of subjects originating from China and some Eastern European countries (Albania and Romania, first of all);
- a look at the motivations that push the candidates to start the path of self-employment seems to highlight "protagonism" and desire for redemption that translate into a desire for autonomy and economic independence; it can be observed that, in some ways, this drive towards a rather uncertain and risky choice in times of crisis is a sign of the will to react to a system of "barriers" and "blockages" in the labor market; it is, therefore, a potential of positive energy that should be accompanied and supported by adequate resources and public policies.

5. Weaknesses of the best practice/areas for improvement (e.g. weak validity, complexity, etc.)

It seems that the practice has not been implemented in the following years.

In the short term, only 12 companies have started up, but there is no evidence of monitoring the progress of activities. No data are provided on the possible establishment of additional companies after an initial monitoring period.

Source:

Quattrocento idee, zero confine – Progetto Start it up: nuove imprese di cittadini stranieri Guide book, 2012, Unioncamere, Roma

1. CNA World

Name of initiative:	CNA World
Name of implementing organization:	Confederazione Nazionale dell'Artigianato e della Piccola e Media Impresa (National Confederation of Craftsmanship and Small and Medium Enterprises)
Type of implementing organization:	Business association
Country (region/municipality):	Italy
Year of good practice implementation and duration of the best practice (if applicable):	2009 –2016
Target group aimed at:	Legal and Regulatory Advice, Business Training, Networking, Tangible support
Funding:	The activities are funded through a mix of resources provided at local, national and European level.
Summary:	The success of the initiative depends on several factors at both operational and strategic level. The establishment of the help desk ensures constant individualised support to any individual seeking advice. Similarly, the organisation of events that are open to migrants, as well as to Italian people, promotes social integration.

2. Short description of the best practice

2.1 National context

Italy has been a country of net migration since the 1970s, therefore, there is a growing population of 2nd generation migrants born in Italy. The Italian labour market scenario is characterised by an interesting trend: Italian entrepreneurs are steadily decreasing whereas migrant entrepreneurs are constantly increasing. *“As of today, one enterprise out of ten in Italy is managed by a migrant entrepreneur. In the last ten years, the country has registered an impressive growth rate of +54% (equivalent to 527.000 enterprises at national level) in the number of entrepreneurs with a migrant background. The trend is expected to maintain the increasing path. Indeed, a recent publication specifically targeting the Craft sector forecasts that by 2025 the number of migrant-established crafts will overtake the Italian ones. The sectors mostly involved in the boom are commerce, restauration and building as well as, more recently, cleaning, gardening and sewing. Nevertheless, gaps still exist and are mainly related to the lack of specialised support services”* (Source: http://migrant-entrepreneurship.eu/wp-content/uploads/2019/05/B.2_Milan.pdf). Half of the migrant businesses are concentrated in the North of Italy (more than 50%), in the Centre (more than 25%) and the remaining part in the south of the country (more than 20%). In addition to indicating that the North and the Centre of the country are those parts with a higher concentration of stable migrants, it also suggests that in large urban areas there are better opportunities to set up a business. In particular, there is a range of support activities targeted to immigrant entrepreneurs. Most of them are promoted by national institutions but carried out at the regional or provincial levels. The range of support includes information, financing, incubation, individual support, and professional networks.

2.2 Main goals/purpose of the practice

The National Confederation of Crafts and Small and Medium Enterprises (CNA), is an Italian association that represents the interests of micro, small and medium-sized businesses, operating in the sectors of manufacturing, construction, services, transport, trade and tourism, small and medium industries, with particular reference to the craft sector including craftsmen, self-employment and professionals. The objective of the CNA is to promote the economic development of crafts and small and medium enterprises, by offering integrated and customised advice to businesses.

CNA World association was set up in 2009 within the Italian National Confederation of Craftsmanship and Small and Medium Enterprises. The objective of the initiative is to support non-EU citizens that are, or intend to, become entrepreneurs in Italy. By offering support on how to start-up a business, credit, tax compliance and employee training the initiative aims at

integrating migrants into Italian society.

2.3 Strengths of the best practice (e.g. scope, stakeholders' recognition, usability, practicability, adaptability, flexibility, etc.)

The individualised support received is one of the main strengths of the initiative and tailor made assistance is mainly achieved through the evaluation of the technical and professional capabilities of the potential entrepreneur, geo-marketing (the choice of neighbourhoods more suitable to develop commerce), and support on Italian law with particular regard to the regulations of labour contracts.

The success of the networking is based on the organisation of events that bring together migrants and foreigners with the mainstream population.

The tailor made approach based on the assessment of potential entrepreneurs' needs and capabilities is one of the main success factors of the initiative. Evidence from the field work demonstrates that individualised legal, business and training support are at the core of the CNA World model, which also largely relies on well experienced personnel. Networking within the members of the confederation and with other institutions such as Province, Region, Chambers of Commerce, Universities and Police is also a pivotal element for the success of the initiative. This favours the exchange of experiences, improves the integration of migrants, increases the sense of belonging and increases awareness about the initiative.

The large network of partners of the initiative allows for migrants to interact with various key market players and authorities. The network also allows for the scheme to refer migrant entrepreneurs to experts in a number of areas should the scheme's expertise not be sufficient.

CNA is a mainstream association whose migrant members benefit from having access to all the policies and support measures meant for the host-country population. The large and varied member base provides another learning and networking opportunity and allows for knowledge/information exchange between entrepreneurs with migrant backgrounds and Italian entrepreneurs and enterprises.

CNA World is based on the existing infrastructure of the network of the National Confederation of Craftsmanship and Small and Medium Enterprises. The organisational structure of CNA is based on a widespread network of advisers (8,500 in 1,100 offices) and on the organisation of several national events. This helps the replicability of good and innovative schemes and common learning among its members.

Replicating this scheme in other countries would not require too many new

structures as all of the European Member States have established enterprise associations whose networks of contact points could serve as providers of the support service. This would, additionally, allow for customising the services offered to the particularities of each region/location.

3. Implementation

3.1 Activities

The main task of CNA World is to provide **legal support** to foreign citizens that have, or intend to, set up a business, as well as advice on applications and renewal of residence permits for work purposes.

The services are provided in all the main Italian cities and provinces through existing CNA help desks.

Some provinces, however, offer more advanced and tailor made services. For example, the CNA World in Rome, Modena, Bergamo and Prato provide tailor-made services and personal advice in relation to migration laws, accounting, job security, marketing, online marketing, labour agreement and law, existing suppliers in Italy and financial and credit issues.

In particular, **individual business support** based on a tailored made approach to match the need of the migrants is available for each step of the formulation and implementation of the business plan. The assessment of a business idea starts with the analysis of a questionnaire compiled by the foreign citizens that intend to set up a business. In practice, potential entrepreneurs describe their business plan by filling in a questionnaire sheet also summarising their experience and market conditions. The main objective is to assess not only if their idea is good, but also if their competences and financial solidity are adequate. The personnel of CNA have a very strong experience in all aspects related to business activity that allow them to assess the feasibility of a business idea. CNA employees have specific training on basic tasks (support on immigrant laws, accountability and job security). In addition, thanks to direct links established with local representatives of the Ministry of Interiors (prefecture) and chambers of commerce, a referral mechanism is in place. Where information/expertise is not sufficient in-house, CNA World refers the non-EU citizens to relevant actors, for example ministries, chambers of commerce, other organisations or consultants to provide them with more advanced support (for example geo-marketing services). These types of services are offered to those that are members of the confederation and continue throughout the life of the business.

CNA World Rome also organises **business training sessions** on the evaluation of risks and assessment of the business plan. Training activities have a minimum duration of **three months** and are initiated on a quarterly basis. These courses focus on budgeting rules, marketing, and online

marketing.

Presence/absence of training varies from city to city. The provision of training and the balance between support and training activities vary at the local level, as well as, the adaptability of the training time schedule. For instance, in Prato (Tuscany) where there is a large Chinese community, CNA employers are specialised in working with the Chinese community by also involving representatives of local communities of immigrants to develop joint activities targeted on the basis of the territory.

Mentoring is less widespread as the service is not available in all regions and is provided where there is a specific need for it and in cases where the mentoring is considered more beneficial than training.

In the Lazio region, the length of the mentoring is usually from one month to six months, depending on the specific needs of the mentee. There is a follow up, with a meeting every three months.

Regarding **networking**, CNA World is very active. Meetings and events targeting immigrant entrepreneurs are periodically organised by local CNA World city offices, in collaboration with several other actors such as chambers of commerce, universities and private firms. In these meetings, experienced professionals provide information about specific issues related to business. These events are targeting the migrant entrepreneurs attending a course at CNA World. This way, migrants involved in CNA World's activities have the opportunity to fully exploit the network of CNA World. For example, if some of these non-EU citizens are studying business at the local university (Rome 3, Tor Vergata), they have the possibility to carry out an internship in private firms that have established public private partnership agreements between the university and CNA World. The internship is a useful experience that may pave the way to self-employment and then entrepreneurship.

An additional element that contributes to the success of the initiative is also the presence of a network between CNA World and political and public administration institutions especially at local level, such as Province, Region, Chambers of Commerce, Universities and Police (Prefettura). In particular, CNA has representatives in several Provincial Councils, and Territorial Councils for immigration that increase the possibility of promoting the agenda of the organisation into the mainstream activities. While these networking activities are not directly aimed at **raising awareness**, this is an indirect result of these events. An initiative directly aimed at raising awareness and visibility is instead an integrated **campaign of communication** based on interviews and videos channelled through newspapers, radio, YouTube and television shows.

Regarding **access to finance** CNA offers guidance on how to access these services. In the case of funding, CNA World has special agreements with the main banking groups, such as Unicredit and BNL, as well as, smaller credit

institutes. In some cities (for example Naples, Turin), microcredit is encouraged and promoted jointly with other partners. Even if direct funding is beyond its objectives, CNA World is a member of a consortium that guarantees loans required by borrowers. Moreover, CNA World has participated to joint programmes providing guidance on how to finance potential entrepreneurs.

Similarly, a guide is also provided on how to buy or rent a unit for residential or commercial use. The services provided, geo-marketing services and legal advice (see section above), are valuable also for acquisition/rent of facilities.

3.2 Language and cultural sensitivity

The training activities and assistance services are provided in Italian only. However, several CNA World websites provide information in Italian, English, Romanian, Chinese and Arabic. Language training is provided in collaboration with other organisations (Fondazione FARO and Fondazione Susanna Agnelli) and overall, over the years, CNA advisers have acquired a large experience in working with persons from different backgrounds. Additionally, in large metropolises, like Milan and Rome, cultural mediators are active to ensure that language and cultural sensitivity is respected.

4. Outcomes and results

4.1 Impact

Quantitative information about the outcomes of the actions is very limited. Interviews reveal that, on average, 50% of those taking part in a course then set up their own business, but these figures have to be taken cautiously, as the recent crisis has had an impact on the creation of micro and small business, and no follow-up monitoring has been encountered. Another positive outcome of the initiative is that more than half of the course participants received a certificate upon completion that has a positive influence in setting up the business.

4.2 Effectiveness

CNA World is an ongoing, permanent scheme and continuous feedback is received and used to improve the quality of the provided services. No specific challenges were reported during the implementation of the activities. Two critical elements emerged from our analysis. First, there is uncertainty about the availability of funding as this changes on an annual basis. The team working at CNA World is responding to this challenge by campaigning to acquire more members and subscriptions and thus increasing the volume of self-funding.

Second, quantitative data about the results achieved from the measure are not reported. Monitoring and evaluation systems are not in place because they require funding that is not available. However, recently CNA has started a

project that goes towards the creation of an observatory for businesses owned by third country nationals.

5. Weaknesses of the best practice/areas for improvement (e.g. weak validity, complexity, etc.)

No information are available on the sustainability and future replicability of the activities, as well as on the monitoring of the activities undertaken as a result of the project.

Source:

Practices in Promoting and Supporting Migrant Entrepreneurship Guide book, August 2016, European Commission

1. “Entryway-Entrepreneurship without borders” - ENTREPRENEURIAL CAPACITY BUILDING FOR YOUNG MIGRANTS

Name of initiative:	“Entryway-Entrepreneurship without borders” - ENTREPRENEURIAL CAPACITY BUILDING FOR YOUNG MIGRANTS
Name of implementing organization:	Formaper (Italy) CAMARA NAVARRA (Spain) Insamlingsstiftelsen Ifs Radgivningscentrum (Sweden) Business and Cultural Development Centre – KEPA (Greece) IFOA (Istituto Formazione Operatori Aziendali, Italy) Unternehmer Ohne Grenzen E.V. (UoG, Germany)
Type of implementing organization:	<p>Formaper (Italy) is the training Agency of the Metropolitan Chamber of Commerce Milan-Monza-Brianza-Lodi</p> <p>CAMARA NAVARRA (Spain). The Official Chamber of Commerce, Industry and Services of Navarre (CCIS Navarre) is a public law corporation institution. It provides services to enterprises and entrepreneurs of the region of Navarre (Spain), supporting its development and growth.</p> <p>Insamlingsstiftelsen Ifs Radgivningscentrum (IFS, Sweden) was founded in 1996 to provide support to people with migrant backgrounds who want to start and operate businesses in Sweden. IFS purpose is to stimulate and increase entrepreneurship among migrant groups, raise competence among individual migrant entrepreneurs. IFS also initiate projects to create networks between migrant businesses and other businesses and organizations in Sweden.</p> <p>Business and Cultural Development Centre – KEPA (Greece) acts as an Intermediate Management Agency for National/Community Programs at regional and national level since 1993.It’s efforts have made their mark by enhancing the competitiveness, of all types of businesses and especially Small and Medium Enterprises operating in Northern Greece.</p>

	<p>IFOA (Istituto Formazione Operatori Aziendali, Italy) is a bridge between people and companies. IFOA is a training and consultancy centre within the Chambers of Commerce system and since 1971 it carries out non-profit activities of public interest particularly in the field of Vocational Education and training, Services for Employment and Activities to support migrants.</p> <p>Unternehmer Ohne Grenzen E.V. (UoG, Germany). UoG (Entrepreneurs Without Borders) was established by migrant entrepreneurs in Hamburg to enable migrants to create businesses through providing information, qualification, and education, and by establishing a wide network of contacts with national, regional and local policymakers.</p>
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2. Short description of the best practice

2.1 National context

Italy has been a country of net migration since the 1970s, therefore, there is a growing population of 2nd generation migrants born in Italy. The Italian labour market scenario is characterised by an interesting trend: Italian entrepreneurs are steadily decreasing whereas migrant entrepreneurs are constantly increasing. *“As of today, one enterprise out of ten in Italy is managed by a migrant entrepreneur. In the last ten years, the country has registered an impressive growth rate of +54% (equivalent to 527.000 enterprises at national level) in the number of entrepreneurs with a migrant background. The trend is expected to maintain the increasing path. Indeed, a recent publication specifically targeting the Craft sector forecasts that by 2025 the number of migrant-established crafts will overtake the Italian ones. The sectors mostly involved in the boom are commerce, restauration and building as well as, more recently, cleaning, gardening and sewing. Nevertheless, gaps still exist and are mainly related to the lack of specialised support services”* (Source: http://migrant-entrepreneurship.eu/wp-content/uploads/2019/05/B.2_Milan.pdf). Half of the migrant businesses are concentrated in the North of Italy (more than 50%), in the Centre (more than 25%) and the remaining part in the south of the country (more than 20%). In addition to indicating that the North and the Centre of the country are those parts with a higher concentration of stable migrants, it also suggests that in large urban areas there are better opportunities to set up a business. In particular, there is a range of support activities targeted to immigrant entrepreneurs. Most of them are promoted by national institutions but carried out at the regional or provincial levels. The range of support includes information, financing, incubation, individual support, and professional networks.

2.2 Main goals/purpose of the practice

To provide young migrants of comprehensive entrepreneurship training and personal assistance.

2.3 Strengths of the best practice (e.g. scope, stakeholders' recognition, usability, practicability, adaptability, flexibility, etc.)

The individualised support received is one of the main strengths of the initiative as well as the tailored assistance

The success of the initiative is based on the assistance of each participant by a mentor, an experienced entrepreneur who helps the migrant to launch his/her business, including networking and enhancing his/her relationship capital.

The tailor made approach based on the assessment of potential entrepreneurs' needs and capabilities is another important factor of success.

3. Implementation

3.1 Activities

STEP 1 - Identification, selection and orientation of the migrant would-be entrepreneurs.

Selection of who would-be entrepreneur willing to develop his/her business idea and create his/her own business.

In order to enroll in the project, candidates shall have a migrant background, be legally resident in the recipient country, and have a business idea. Selected participants will receive tailored entrepreneurship information, orientation, training and consultancy, and will acquire the necessary technical competences and skills for successfully initiate a business activity

STEP 2 - Delivery of entrepreneurship training and technical assistance. Development of the business plan

Orientation

Migrant is supported in evaluating his/her business idea and strengthening his/her entrepreneurial characteristics and potential. He/she learns what being an entrepreneur means and which steps are necessary to start a business

Training

Experienced trainers support migrants in developing their business plan, will provide you with the tools necessary to investigate the market, make a marketing plan, promote your business and develop a proper financial plan. The

training seminars include lectures, business games, simulations and interactive problem solving

Tailored counselling and assistance

Participants who successfully complete the training receive individual assistance, including on how to access to financing opportunities

STEP 3 - On-the-job mentoring schemes provided by experienced entrepreneurs or business consultants

Experts provide individual assistance to initiate the start- up procedures.

The participants get information about different types of enterprises and how to choose, about tax and social security regimes, grants for new businesses, etc.

Networking

In class and on- line exchanges.

Business to Business workshops.

Mentoring

Migrants have the opportunity to learn how to run a business, by doing it, with the help of a mentor.

An experienced entrepreneur will provide during two months not only advises, but contribution to reinforce your soft skills and entrepreneurial attitudes.

3.2 Language and cultural sensitivity

English, Italian, Swedish, Greek, German, Spanish

4. Outcomes and results

4.1 Impact

In January 2019, 65% of participants decided to proceed to the next stage of the project provided free of charge personalized advisory support mainly on procedural issues related to starting a business, creating a business plan, finance management, and funding methods.

The project is just finished and it will be possible to evaluate the real impact of the activities only in the next future.

Source:

<http://www.entrywayproject.eu/>

1. Education and training for migrants and refugees – RESHAPE the future

Name of initiative:	<p>“Entryway-Entrepreneurship without borders” - ENTREPRENEURIAL CAPACITY BUILDING FOR YOUNG MIGRANTS</p>
Name of implementing organization:	<p>Formaper (Italy)</p> <p>CAMARA NAVARRA (Spain)</p> <p>Insamlingsstiftelsen Ifs Radgivningscentrum (Sweden)</p> <p>Business and Cultural Development Centre – KEPA (Greece)</p> <p>IFOA (Istituto Formazione Operatori Aziendali, Italy)</p> <p>Unternehmer Ohne Grenzen E.V. (UoG, Germany)</p>
Type of implementing organization:	<p>Formaper (Italy) is the training Agency of the Metropolitan Chamber of Commerce Milan-Monza-Brianza-Lodi</p> <p>CAMARA NAVARRA (Spain). The Official Chamber of Commerce, Industry and Services of Navarre (CCIS Navarre) is a public law corporation institution. It provides services to enterprises and entrepreneurs of the region of Navarre (Spain), supporting its development and growth.</p> <p>Insamlingsstiftelsen Ifs Radgivningscentrum (IFS, Sweden) was founded in 1996 to provide support to people with migrant backgrounds who want to start and operate businesses in Sweden. IFS purpose is to stimulate and increase entrepreneurship among migrant groups, raise competence among individual migrant entrepreneurs. IFS also initiate projects to create networks between migrant businesses and other businesses and organizations in Sweden.</p> <p>Business and Cultural Development Centre – KEPA (Greece) acts as an Intermediate Management Agency for National/Community Programs at regional and national level since 1993.It’s efforts have made their mark by enhancing the competitiveness, of all types of businesses and especially Small and Medium Enterprises operating in Northern Greece.</p> <p>IFOA (Istituto Formazione Operatori Aziendali, Italy) is a</p>

	<p>bridge between people and companies. IFOA is a training and consultancy centre within the Chambers of Commerce system and since 1971 it carries out non-profit activities of public interest particularly in the field of Vocational Education and training, Services for Employment and Activities to support migrants.</p> <p>Unternehmer Ohne Grenzen E.V. (UoG, Germany). UoG (Entrepreneurs Without Borders) was established by migrant entrepreneurs in Hamburg to enable migrants to create businesses through providing information, qualification, and education, and by establishing a wide network of contacts with national, regional and local policymakers.</p>
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<p>Country (region/municipality):</p>	<p>Italy (Lombardy, Emilia Romagna and Apulia)</p> <p>Germany (Hamburg)</p> <p>Greece (Thessaloniki)</p> <p>Spain (Navarra)</p> <p>Sweden (Stockholm)</p>
<p>Year of good practice implementation and duration of the best practice (if applicable):</p>	<p>July 2017 – May 2019</p>
<p>Target group aimed at:</p>	<p>Third-country nationals, of any non EU- nationality, legally residents in the provinces of Milan, Reggio Emilia, and Bari (Italy), Hamburg (Germany), Thessaloniki (Greece), Navarra (Spain), and Stockholm (Sweden), and willing to start their own business.</p> <p>Young and female candidates, as well as candidates willing to start a social enterprise are particularly encouraged to participate in the Project.</p> <p>The definition of a business idea and a sufficient level of knowledge of the language spoken in the residence country are pre-requisites for enrolling in the Project.</p>

	A previous entrepreneurial or professional experience in the country of origin is considered an asset.
Funding:	Project financed by the European Union – DG GROW
Summary:	<p>“<i>Entryway-Entrepreneurship without borders</i>” is a Project financed by the European Union which aims at contributing to support the economic integration of migrants living in seven provinces of Italy, Germany, Greece, Spain and Sweden, through the provision of comprehensive entrepreneurship training and assistance.</p> <p>http://www.entrywayproject.eu</p>

2. Short description of the best practice

2.1 National context

Italy has been a country of net migration since the 1970s, therefore, there is a growing population of 2nd generation migrants born in Italy. The Italian labour market scenario is characterised by an interesting trend: Italian entrepreneurs are steadily decreasing whereas migrant entrepreneurs are constantly increasing. *“As of today, one enterprise out of ten in Italy is managed by a migrant entrepreneur. In the last ten years, the country has registered an impressive growth rate of +54% (equivalent to 527.000 enterprises at national level) in the number of entrepreneurs with a migrant background. The trend is expected to maintain the increasing path. Indeed, a recent publication specifically targeting the Craft sector forecasts that by 2025 the number of migrant-established crafts will overtake the Italian ones. The sectors mostly involved in the boom are commerce, restauration and building as well as, more recently, cleaning, gardening and sewing. Nevertheless, gaps still exist and are mainly related to the lack of specialised support services”* (Source: http://migrant-entrepreneurship.eu/wp-content/uploads/2019/05/B.2_Milan.pdf). Half of the migrant businesses are concentrated in the North of Italy (more than 50%), in the Centre (more than 25%) and the remaining part in the south of the country (more than 20%). In addition to indicating that the North and the Centre of the country are those parts with a higher concentration of stable migrants, it also suggests that in large urban areas there are better opportunities to set up a business. In particular, there is a range of support activities targeted to immigrant entrepreneurs. Most of them are promoted by national institutions but carried out at the regional or provincial levels. The range of support includes information, financing, incubation, individual support, and professional networks.

2.2 Main goals/purpose of the practice

Carefully review good practices from partner countries in the field of planning and implementation of education for migrants and refugees;

Carefully review partner countries' responses to the challenges in the field of education for migrants and refugees;

Record good practices and find ways to implement them into our own work.

Inclusion of refugees;

The problems migrants face in the new environment;

New innovative curricula, educational methods and development of basic and advanced trainings and seminars on the topic of refugees and migrants.

2.3 Strengths of the best practice (e.g. scope, stakeholders' recognition, usability, practicability, adaptability, flexibility, etc.)

The theme reports, prepared by the host partners, are products of the project and can be found annexed in this report and on the Erasmus+ Projects Results Platform. The theme report is a description of the current practices, key messages and next practices, based on presentations, visits, discussions and debates in workshops. Form of the reports is a pdf. The project has produced also an e-article, which is an abridged synthesis of the WS theme reports, added with the introduction and conclusion chapters. The main points of the project are presented in an explainer whiteboard video.

Through this project the staff in partner organizations had the possibility to bring out their experiences, doubts, uncertainty and expertise. In the other hand they learnt to look the issue from new perspectives and get to know good practices. There are many challenges and matters to take into account in the education and training for migrants and refugees, but at the same time there are activities already in daily running and solutions to be found together. These were the aims for continuous training for teachers, counsellors and managers. Continuous training has been the most important value from the project.

3. Implementation

3.1 Activities

The activities of the project consist in a series of seminars that have the following scope:

Recognition of previous knowledge of migrants and refugees (Denmark);

Training of professional associates working in the educational and training

programmes for migrants and refugees (Slovenia);

Informational and guidance services for migrants and refugees (Netherlands);

Encouraging entrepreneurship in migrants and refugees (Italy);

Ensuring quality educational and training programmes for migrants and refugees (Sweden).

These 5-day seminars are mostly intended for presentation of situation and good practices in the field in each country. Based on the recorded good practices, partners have prepared proposals for their implementation into the adult education field in other partner countries.

The experiences and results of the project have been presented at the final conference (Finland).

3.2 Language and cultural sensitivity

English and the language of the partnership countries

4. Outcomes and results

Results (challenges+solutions) are available at

<https://ec.europa.eu/programmes/erasmus-plus/projects/eplu-project-details/#project/2016-1-FI01-KA202-022729>

Results and conclusions could be taken into consideration from MESI partnership for building the training path.

Source:

<https://www.acs.si/en/projects/international/reshape-the-future/>

<https://www.keuda.fi/tietoa-keudasta/hankkeet/reshape/>

1. Migrant Entrepreneurship Growth Agenda - MEGA

Name of initiative:	Migrant Entrepreneurship Growth Agenda - MEGA
Name of implementing organization:	<p>Garapen (Spain)</p> <p>Formaper (Italy)</p> <p>Unternehmer Ohne Grenzen (Germany)</p> <p>Migration Policy Group (Belgium)</p>
Type of implementing organization:	<p>Garapen</p> <p>Based in Amorebieta-Etxano in the Bilbao metropolitan area, Garapen is an organisation-network that brings together development agencies constituted by local institutions in the Basque Country.</p> <p>Formaper</p> <p>The training agency of the Milan Chamber of Commerce, Industry, Craft and Agriculture responds to the training demand of the 325.000 enterprises registered within the Milan conurbation.</p> <p>Unternehmer Ohne Grenzen</p> <p>Based in Hamburg, Entrepreneurs Without Borders is the foremost platform furthering the migrant entrepreneurship agenda in Hamburg. The non-profit association was founded by entrepreneurs of different nationalities and business branches as a platform for mutual exchange. The organisation successfully implemented projects in the fields of business start-ups, business consulting and training as well as education and parental advisory for the last 15 years.</p> <p>Migration Policy Group</p> <p>MPG is an independent Brussels-based ‘think-and-do-tank’ and coordinates the MEGA network. For more than 20 years, MPG has provided comparative evidence, tools, inspiration, dialogue and networks that policymakers and stakeholders have used extensively at European, national and</p>

	local/regional level to create more ambitious and effective anti-discrimination laws, integration and legal immigration policies.
Country (region/municipality):	Spain Italy Germany Belgium
Year of good practice implementation and duration of the best practice (if applicable):	It's an ongoing initiative
Target group aimed at:	Business training Legal and administrative advice Individual and business support (coaching and mentoring) Networking Access to finance and facilities provision Transversal skills
Funding:	European Union's COSME Programme (2014-2020)
Summary:	MEGA, the Migrant Entrepreneurship Growth Agenda, helps cities, regions and national actors to strengthen policies that support businesses with an international background. Partner networks in France, Germany, Italy and Spain initiate new support measures and sustainable coalitions for policy change. Collaborating through cross-border know-how exchange, the partnership is at the core of an EU-wide network which advocates for improved support for migrant entrepreneurship on all levels. https://migrant-entrepreneurship.eu/

2. Short description of the best practice

2.1 National context

Italy has been a country of net migration since the 1970s, therefore, there is a growing population of 2nd generation migrants born in Italy. The Italian labour market scenario is characterised by an interesting trend: Italian entrepreneurs are steadily decreasing whereas migrant entrepreneurs are constantly increasing. *“As of today, one enterprise out of ten in Italy is managed by a migrant entrepreneur. In the last ten years, the country has registered an impressive growth rate of +54% (equivalent to 527.000 enterprises at national level) in the number of entrepreneurs with a migrant background. The trend is expected to maintain the increasing path. Indeed, a recent publication specifically targeting the Craft sector forecasts that by 2025 the number of migrant-established crafts will overtake the Italian ones. The sectors mostly involved in the boom are commerce, restauration and building as well as, more recently, cleaning, gardening and sewing. Nevertheless, gaps still exist and are mainly related to the lack of specialised support services”* (Source: http://migrant-entrepreneurship.eu/wp-content/uploads/2019/05/B.2_Milan.pdf).

Half of the migrant businesses are concentrated in the North of Italy (more than 50%), in the Centre (more than 25%) and the remaining part in the south of the country (more than 20%). In addition to indicating that the North and the Centre of the country are those parts with a higher concentration of stable migrants, it also suggests that in large urban areas there are better opportunities to set up a business. In particular, there is a range of support activities targeted to immigrant entrepreneurs. Most of them are promoted by national institutions but carried out at the regional or provincial levels. The range of support includes information, financing, incubation, individual support, and professional networks.

Italy is moving inside the MEGA (Migrant Entrepreneurship Growth Agenda) at central level thanks the Ministry of Interior and the Ministry of Economy. Among the non-institutional actors, the key players are category associations and the Craft Associations. The three national most important trade unions (CGIL, CISL, UIL) are also involved in the agenda-setting process along with public and private employment agencies and migrant associations. Measures pursued target both the (aspiring) entrepreneurs and the general system, focussing on the removal of barriers hindering a stronger migrant entrepreneurship growth.

WE HAVE HERE CONSIDERED THE MILAN BENCHMARK.

2.2 Main goals/purpose of the practice (=MEGA project)

- To Establish national coalitions in Italy, France, Germany and Spain to support immigrant entrepreneurship
- The benchmarking component of the project aims to measure the services and

improvement areas of the actors that make up the network

- Sharing best practices among participating countries, and mutual learning between policies and services in support of immigrant entrepreneurship, supporting the Agenda that defines its priorities and contents
- To produce recommendations on mechanisms and methods of providing services to suggest policies that support immigrant entrepreneurship, in a multi-stakeholder logic
- MEGA also aims to bring the topic of immigrant entrepreneurship to the European institutions, to public debates and to share the EU coalitions that have been created by the European Union

2.3 Strengths of the best practice (e.g. scope, stakeholders' recognition, usability, practicability, adaptability, flexibility, etc.)

Numerous activities and projects, including assessments of existing practice, stakeholder consultations on key needs and peer reviews across countries, have contributed to a common vision on how entrepreneurship support policies must evolve to provide all entrepreneurs with the same opportunities to start a business and succeed; regardless of their background, gender or age.

MEGA approach implies that Stakeholders can work together with a common agenda to support (migrants') businesses with international roots.

MEGA approach is studied to be applied at European Level, adapting the guidelines to local governance.

3. Implementation

3.1 Activities

MUNICIPALITY

The municipality has at its disposal basic data concerning immigrant entrepreneurs and its business support unit provides help with administrative, regulatory and tax matters to immigrants who wish to start a business. Inclusive procurement is a topic in the municipality.

The municipality's support unit cooperates with banks and micro-credit institutions to facilitate the access to finance for immigrant entrepreneurs and with the main chambers of commerce and business associations to bring immigrant entrepreneurs in the mainstream economy and business actors as well as the associations of migrant entrepreneurs to provide immigrant entrepreneurs with an easy access to low-priced offices and commercial leases

and to include space for business units in urban regeneration plans.

The municipality contributes financially to a bank guarantee fund and a start-up public fund.

CHAMBER OF COMMERCE

The chamber has at its disposal basic data concerning immigrant entrepreneurs and demonstrates its interest in stimulating entrepreneurship among immigrant communities, cooperates with local bank branches to facilitate the access to credit by offering small business loan guarantee programmes and acts as a broker between entrepreneurs, including immigrant entrepreneurs, and equity investors ('business angels').

The chamber's business support unit is linked to the municipality cooperates with migrant associations, community leaders and business leaders to carry out information campaigns on entrepreneurship among immigrant communities provides information on administrative, regulatory and tax matters to immigrants who wish to start a business, as well as on public and private funds they may tap into for setting up their business offers networking activities to find potential business partners, new markets and enlarge customer base, including for transnational business connections

BUSINESS ORGANISATIONS

The business association has at its disposal basic data, enabling an understanding of their needs and potential and cooperates with the municipality's business support unit to streamline support services and increase the number of service users, including immigrant entrepreneurs.

The business organisation's support unit provides help with administrative, regulatory and tax matters to immigrants who wish to start a business.

The business organisation provides B2B networking activities to its members, including immigrant entrepreneurs and provides a mutual guarantee scheme designed to facilitate the access of start-up entrepreneurs to finance, including immigrant entrepreneurs.

The business organisation works with banks which have access to finance programmes for micro and SMEs.

IMMIGRANT BUSINESS ORGANISATIONS

The immigrant business association has at its disposal basic data, enabling an understanding of their needs and potential and uses it to set targets and to develop and adapt support services cooperates with the municipality's business support unit to streamline support services and increase the number of service

users including immigrant entrepreneurs provides help with administrative, regulatory and tax matters to immigrants who wish to start a business sets targets for recruiting more entrepreneurs as members sets aside resources for increasing the proportion of entrepreneurs among its members cooperates with migrant associations to increase its outreach among immigrant communities provides B2B networking activities to its members, including immigrant entrepreneurs provides a mutual guarantee scheme designed to facilitate the access of start-up entrepreneurs to finance, including immigrant entrepreneurs tracks members' success rates works with banks which have access to finance programmes for micro and SMEs

3.2 Language and cultural sensitivity

MUNICIPALITY

The municipality's business support unit provides its basic services to newcomer immigrants in several languages.

Diversity and equality clauses in public procurement are a topic in the municipality.

CHAMBER OF COMMERCE

The chamber carries out its information campaigns and provides its basic services (information on administrative & regulatory matters) in several languages.

4. Outcomes and results

MEGA's Handbook on Measures to support early-stage migrant entrepreneurs - <http://migrant-entrepreneurship.eu/wp-content/uploads/2019/07/Handbook-1.pdf>

Webinar on Measures to support early-stage migrant entrepreneurs - <https://www.youtube.com/watch?v=gbJy-poa1YI&feature=youtu.be>

4.1 Impact

It is too early yet to understand the impact of the actions on the system.

4.2 Effectiveness

It is too early yet to understand the effectiveness of the actions on the system, even if the first results are encouraging.

5. Weaknesses of the best practice/areas for improvement (e.g. weak validity, complexity, etc.)

The involvement of the Stakeholders is complicated and require a lot of time and energies, as well as money for paying the mainstreaming and the coordination activities.

OTHER

European Migrant Entrepreneurship Network (EMEN)

<https://emen-project.eu/>

The project will establish three communities of practice (CoPs) which will share information and knowledge and disseminate good practice on three areas that are key to supporting migrant entrepreneurship in the short to medium term:

Coaching and mentoring (led by Social Impact gGmbH, Berlin)

Microfinance (led by THUAS-FINE, The Hague)

Professionalisation of migrant entrepreneurs' associations and diversity management in chambers of commerce (led by UNITEE, Brussels)

European Union's COSME Programme (2014-2020)

Migrant Acceleration for Growth – Network for Entrepreneurship Training (MAGNET)

<https://migrantacceleration.eu/>

The MAGNET network brings together European organizations active in the field of migrant entrepreneurship support, as well as interested public and private actors. The MAGNET Network aims to support the domain of Migrant Entrepreneurship Support at the practical, political as well as the scientific level. MAGNET will seek to promote the creation, further development and broad dissemination of existing support schemes for migrant entrepreneurs.

European Union's COSME Programme (2014-2020)

The Network for Migrant Entrepreneurs to Scale Up and Grow (M-UP)

The newly created network brings together expert organisations from across Europe to help migrants navigate the challenges of turning their existing microbusiness into a successful small to medium sized enterprise (SME).

To achieve this we take a bottom up approach. M-UP wants the entrepreneurs to be our guides, we engage with them directly, finding out the challenges and

problems they face when growing a business; what they perceive and think when doing so and what they need do this better.

[European Union's COSME Programme \(2014-2020\)](#)