In-service training toolkit

MESI

MIGRANT ENTREPRENEURSHIP FOR SOCIAL INCLUSION

Partners

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1. Introduction

This publication is a toolkit designed to support the in-service training, but in addition, it can be used independently of the training. The toolkit introduces professionals to the resources and tools produced in the project. Firstly, the toolkit will briefly describe the results of the needs assessment conducted in the beginning of the project. The purpose of the needs assessment was to give insights into the general challenges experienced by (potential) migrant entrepreneurs and by professionals working in this field.

Secondly, the toolkit will introduce to the repository of good practices and innovations on migrant entrepreneurship that the partnership has collected from their countries, as well as give inputs on how to develop a plan or strategy for reaching out to migrants in order to engage them in entrepreneurship.

Thirdly, the toolkit will introduce to the structure and possibilities of the developed online platform, the content of the curriculum and the related certification system. In addition, this section will highlight some points for the professionals to pay attention to when delivering the content to the migrants. Finally, the toolkit will introduce to different methods for creating online interaction. The toolkit also includes an Annex with examples of organisations and groups in the partner countries that could be relevant when reaching out to migrants.

1.1. Description of MESI project

According to the OECD report, (Indicators of Immigrant Integration 2015, 2015) "the immigrant population has grown by more than 30% since 2000 in both the EU and the OECD". The same report also mentions that the employment rate of third-country nationals is below that of EU nationals in virtually all EU countries.

Finding employment is one of the most difficult challenges that migrants face when they arrive in a new country, as it is the key for ensuring decent living conditions and be a part of a country's economic life. The importance of labour market integration is highlighted by the EC in the 2016 Action Plan on the integration of third country nationals (European Commission, 2016) as it is one of its policy priorities. The 2016 conference on migrant entrepreneurs (European Commission, 2016) has placed an important role in targeted

business support schemes in supporting migrant entrepreneurs, thus making the entrepreneurship a key point towards the social and economic integration of migrants.

The study "Promoting and Supporting Migrant Entrepreneurship" (European Commission, 2016), has demonstrated that measures for addressing these challenges should be approached holistically: by providing migrants educational and training opportunities, regulatory advice, social capital, and facilitated access to business funding and working spaces. However, efforts to address these challenges in a holistic approach by local organisations are often described as too resource-intensive and thus do not have a long-term impact.

To address these challenges the project "Migrant Entrepreneurship for Social Inclusion - MESI" aims 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 with migrants with the tools needed for engaging migrants in entrepreneurial initiatives as well as increasing their participation in such activities.

In the project period, the curriculum and the e-course is complemented with an in-service training for professionals that will equip them with the skills needed to promote entrepreneurship among migrants and engage migrants in educational initiatives and training opportunities on entrepreneurship.

2. Results of needs assessment

A starting assumption of the MESI project is that it is vital to take into consideration the capacities and views of professionals/trainers who are working with migrants as well as the views of migrants by directly involving them as key actors, in order to create effective training and curriculum development strategies. Thus, a study on needs was conducted in each partner country in order to identify the skills, knowledge and competences that would be relevant to include in the e-course for migrants and for capacity building of professionals. In order to involve the relevant groups and collect the data, two types of focus group interviews were conducted: 1) adult educators, trainers and professionals working with migrants and 2)

migrants and third country nationals. Each partner country aimed to involve 10 professionals and 20 migrants in total.

The findings of the study indicated that the challenges for establishing effective business development and innovation support for migrants are mainly linked to the communication and language barriers (for instance in relation to understanding materials about rules and legislation for business) and the cultural differences understood as how they establish, maintain and develop business (but also personal) relationships with locals.

During the focus groups and the individual interviews, migrant entrepreneurs also highlighted the following as areas of challenge:

- "losing face" in the dialogue with professionals devoted to help them in their entrepreneurial path as a consequence of the language barriers
- the frustration in unemployment and thus in having private financial issues influencing business decisions
- relations with officials and professionals are seen as regulatory inspections and control functions not as co-creating business designers. The need is to create collaborative relations between professionals and migrants
- awareness of lack of local business networks and access to local networks which include migrant entrepreneurs
- lack of communication channels to migrant entrepreneurs
- entrepreneurial skills development is needed at all levels
- understanding the local culture is essential for the integration in the local markets as well as the understanding of the local business culture
- access to markets (especially the new ones)
- social and working practices for creating a business
- funding of entrepreneurial support to migrants are project based and not continuous

During the focus groups and the individual interviews, professionals have in general mentioned that having access to best practices from other organisations at a national and European level will help them with their overall work of guidance for aspiring entrepreneurs. They also added that having an online space with information about the different aspects of

migrant entrepreneurship would make them more confident with their work. They would like to be in communication and exchange ideas with other European practitioners and professionals in the area of migrant entrepreneurship and adult education.

Some professionals who work with migrants (but are not experts in entrepreneurship and do not act as business consultants) mentioned that they do not feel that they have enough knowledge to guide or support migrants in becoming entrepreneurs. Moreover, some other professionals that work with migrants (who are also not experts in entrepreneurship and do not act as business consultants) mentioned that they feel that they have enough knowledge about some aspects of entrepreneurship, but they do not have enough information about other aspects of entrepreneurship such as:

- funding opportunities for migrants
- access to markets
- how to teach to migrants the local business culture/social rules (to facilitate the integration and permit to the migrants to work in contact with the locals)

After summarizing the results from the two national focus groups, the MESI project team identified 6 areas in which migrants experience the most challenges and/or there is lack of information: (a) entrepreneurship - entrepreneurial attitudes and skills, (b) legal and regulatory framework, (c) project management and strategic planning, (d) access to markets, (e) understanding the local business culture, (f) funding and fundraising. These 6 areas were further developed into e-modules for migrant entrepreneurs.

Moreover, to strengthen the capacity of migrant professionals to support entrepreneurs, the MESI project team will organize a Training Teaching Learning Activity for professionals working with migrants or in adult education, which will be supported with activities that will strengthen linkages and collaborations between sectors.

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3. Repository of Good Practices

The promotion of entrepreneurship could be used as a tool to advance migrant integration and help migrants become active citizens and contributors in the design of mechanisms that could facilitate social inclusion. Capitalizing on entrepreneurship is considered as an effective approach to address unemployment and provide a source of income for many migrants. However, research has shown that enterprises created by migrants have a lower survival rate than those created by natives. This is often linked with restrictive policies and rights limitations to self-employment, restrictive knowledge or/and limitations in securing funding, complex processes for recognition of skills, cultural and communication barriers, complex legal and regulatory frameworks, lack of entrepreneurship supports and lack of mentoring and networking opportunities.

The repository of good practices developed in Intellectual Output 2 (Repository of Good Practices) is essentially a collection of good practices from different European countries that could be adapted and adjusted to the needs of the migrant population at a local and a national level to strengthen their skills and knowledge entrepreneurship.

These practices aim to inspire professionals to design programmes that aim to address the needs of the migrant population and promote longevity, impact and sustainability of their efforts.

3.1 Enhancing the impact of programmes/training opportunities that aim to support migrant entrepreneurship

Based on the analysis of the selected good practices, the MESI team has developed a set of recommendations that could strengthen the impact of programmes that aim to support migrant entrepreneurship. These recommendations could be used by professionals when designing a programme on migrant entrepreneurship.

Establish strategic linkages between migrant entrepreneurship programmes and other programmes

Identify potential stakeholders (public authorities, private organisations, NGOs, CSOs, Universities) that work in interconnected fields and invite to engage in activities where they

exchange ideas for mutual collaboration. Use these events to raise awareness in migrant entrepreneurship and establish cross-sectoral networks that could support the development of training schemes and opportunities.

Develop and support networking opportunities for migrant entrepreneurs

Engage a wide of stakeholders in networking events with migrant entrepreneurs. This might include events where migrant entrepreneurs pitch other stakeholders or meet other entrepreneurs or investors. Promote co-working sessions and collaborations between migrants entrepreneurs and other stakeholders. Showcase the work of migrant entrepreneurs in different online and public learning events or online exchanges.

Connecting migrant entrepreneurs with migrant mentors or other experienced professionals

Encourage migrant entrepreneurs or other experienced professionals to act as mentors to migrants who are participating in different online or face-to-face programmes. Support initiatives that bring mentors and migrants together.

Raise awareness on the importance of entrepreneurship support among migrants

Showcase the work of migrant entrepreneurs and increase the visibility of their work by engaging with the media. Organise public or online events in which you invite migrant entrepreneurs to present their work. Use social media to disseminate success stories.

Tackling the linguistic and cultural barriers

Provides training courses in many languages! Identify mentors from migrant communities that could support learners with learning activities to avoid the need for translation. Organise online or face-to-face workshops which will help migrants assess the compatibility of value propositions by using information and data from the chamber of commerce or other online sources.

Provide continuous support

Provide ongoing support to migrant entrepreneurs. Organise networking events for migrant entrepreneurs and invite migrants who have complete previous training or assessments.

Connect migrants with mentors which could provide ongoing support at different stages. Identify and/or develop schemes with volunteer entrepreneurs or ambassadors which could provide support to migrant entrepreneurs in the form of guidance.

Mapping national stakeholders working in interconnect fields

Map national stakeholders working in the field of migration, entrepreneurship, education and other interconnected fields. Organise stakeholder meetings in the field of migrant entrepreneurship to strengthen the collaborations between the different organisations. (For the full list of organisations working to support migrants in the partner countries, check Annex).

4. Development of a community outreach strategy

This section will focus on the development of an outreach that could help professional strengthen the outreach and impact of programmes that aim to support migrant opportunities. It is divided in 5 sections: (a) introduction to the outreach strategic plan, (b) the purpose of community outreach, (c) identifying stakeholders, (d) engaging stakeholders and (e) using community outreach to identify new areas of growth.

Why talk about outreach development STRATEGIC plan?

Outreach is defined as a two-way communication process between the organisation and the public or selected social group to:

- establish and foster mutual understanding,
- promote public involvement, and
- influence behaviours, attitudes and actions with the goal of social cohesion and active citizenship.

Engagement plan outlines a set of specific outreach and public participation strategies with assigned roles and a timeline for new or reoccurring projects that will impact the community either at the neighborhood or to a citywide level.

Strategic Planning is a systematic process, based on an internal and external analysis, that determines what an organization/community intends to be in future, and how to get there.

It describes the process and philosophy as well as the actions that need to be carried out within a specific period of time in order to achieve the organization's/community's mission.

Pre-designed Questions

- What goal(s) are we trying to achieve?
- What strategies will we use to achieve our goal(s)?
- What activities and tasks do we need to perform to succeed?
- Who will be responsible for executing each activity?
- What specific outcome(s) do we expect to see from each activity?
- How will we measure success when evaluating each activity?
- What is our timeline for each activity?
- What process will we implement to track our progress?

Creating a Vision

Visioning is a journey from the known to the unknown, which helps create the future from montage of facts, hopes, dreams, dangers and opportunities. It refers to the process of clarifying values, focusing on mission and stretching the horizon with a vision.

- first task: to create a vision of the qualities and characteristics the community/social group should attain by the end of the intervention;
- immediate vision: helping the community/social group to apply all knowledge to a practice setting;
- larger vision: Responsive to change

Organisation's mission

Indicates the organization's unique purpose and scope of operations in product/service and market terms.

It is (a formal) Statement of purpose, function and values which:

- describes what the organisation want to accomplish.
- outlines the activities to be done to accomplish the purpose.
- depicts the values that will be used in accomplishing the purpose.

MAIN STEPS OF DESIGNING AN OUTREACH PLAN

UNDERSTAND	BRAINSTORM	IDENTIFY	ASSESS	IMPLEMENT	EVALUATE
YOUR ORGANISTION & WHAT YOU WANT TO ACHIEVE	WHERE TO GO	STAKEHOLDERS	ENGAGE STAKEHOLDERS ANALYSE	DOCUMENT, UTILIZE	IDENTIFY NEW AREAS OF DEVELOPMENT
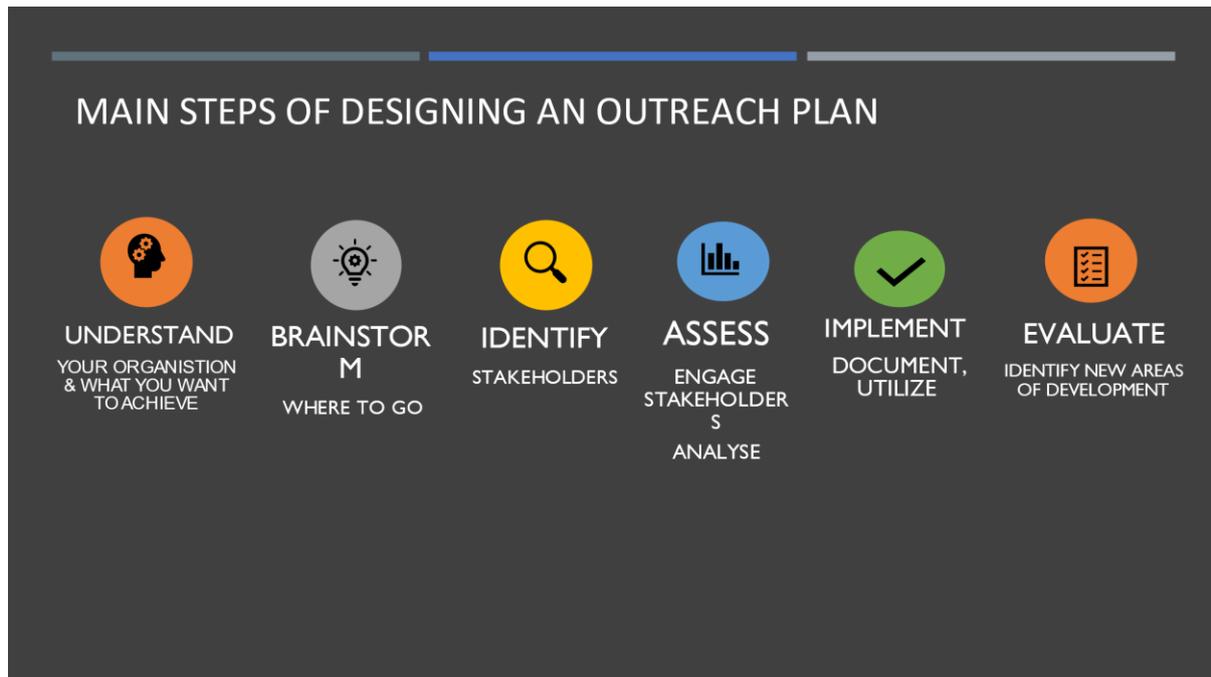
Main steps of designing an outreach plan

Community assessment to support outreach efforts

Initial step is the understanding of the community needs and trends which affect any services offered or the existence of available organisations. A community assessment process also provides the baseline rationale for creating new programs and eliminating duplication of services and programs.

The following collection of data assists to a more accurate insight of a community before the design of any outreach strategies:

- Demographic data (e.g., age, race, socioeconomic and educational attainment data, family structure, and language use)Homelessness statistics
- Geographic boundaries of the community
- Length of time the community has been in existence
- General history of the community
- Key people and leaders in the community
- Issues of most concern to the community
- Morale and involvement levels
- Key allies and rivals
- Social service providers' attitudes and policies about social issues

PEST Analysis is a simple, useful and widely-used tool that helps you understand the "big picture" of your Political, Economic, Socio-Cultural and Technological environment. As such, it is used by business leaders worldwide to build their vision of the future. It is important for 3 reasons:

- You ensure that what you are doing is aligned positively with the powerful forces of change that are affecting our world.
- It helps you avoid taking action that is doomed to failure from the outset, for reasons beyond your control; and
- It is useful when you start operating in a new country or environment.

The community outreach process consists of 5 steps: (a) identifying stakeholders, (b) engaging stakeholders, (c) developing contacts, (d) synthesizing what you learn and (e) making changes based on information

Identifying stakeholders

There are two types of stakeholders:

a) Targets of change. Those who directly experience the problem or are at risk

b) Agents of change. Those who can prevent the problem through their actions

Engaging stakeholders

To assess new stakeholder, first you have to strategize engagement, then develop relationship and then use contact to identify needs, develop new strategies and access new populations.

Find people who can influence the targets of your programs. This might be:

- Parents
- Community leaders
- Government leaders
- Faith leaders
- Activists
- Neighborhood representatives

Why focus on influential people?

- Give you credibility
- Can help facilitate change
- Understand community history and community connections
- May have resources

Examples of Communication Tools: direct mail, flyers/posters, brochures, annual reports speaking engagements, community meetings, focus groups, newsletters, news releases, news conferences, newspaper columns, mass E-mail updates, websites, blogs, podcasts/webcasts and text message blasts

Using Community Outreach to Identify New Areas of Growth

Community outreach is an Informal conversation to help you identify new community needs in a systematic way. It confirms the Community Need by using qualitative and quantititative data.

Next steps – Revise your action plan

Action Steps	WHO	WHEN	Resources and Support Available / Needed		Potential Barriers or Resistance	Communication Plan for Implementation
What needs to be done? *Break down activities in Logic Model.*	Who will take actions?	By what date will the action be done?	Resources Available	Resources Needed (financial, human, political, and other)	What will be difficult? Might partners resist? How?	What individuals and organizations should be informed about / involved with these actions?
Step 1:.						
Step 2:						
Step 3:						

Action Plan Template

Creating a key message

A key message is a message that clearly and concisely tells who you are, what you do, and why they should care. It helps organize your thoughts and avoid rambling and control the direction of conversation by bridging back to your key messages.

5. Introduction to curriculum and e-course

The MESI platform can be found at https://start.mesi-project.eu. From here, the users have access to the different versions of the platform corresponding to the partner countries in the project: Cyprus, Denmark, Germany, Italy and Sweden.

The main part of the platform consists of the six e-course modules that have been developed in the project. They can be used in face-to-face training or blended learning courses, or users can go through the modules as self-study. They are free to choose which of the modules to go through and in which order.

Users have the option to enter their thoughts and reflections as they go along, or answer some questions. When they have finished entering, they can either download the specific slide of the course or send the slide as e-mail. For the second option, they send the slide to an e-mail address. For instance, they can send it to their own e-mail address or their trainer/teacher's. In this way, the users' thoughts and reflections when they go through the e-course modules can be included in sessions with a trainer/teacher.

It is important to be aware that the work is *not* saved online, so if users want to save what they have written, it is important that they download or e-mail the slide before they proceed to the next step.

5.1 Introduction to platform / e-learning methodology + certification system

After completing a module, users have the possibility of taking a test. When the user pass a test (they have to answer at least 75 % of the questions correct), they can claim a digital badge. To store the badge they have to create their individual badge wallet via www.badgecraft.eu/ (online and/or as a mobile app) if they do not already have one. To register they need to create an account with an email address and a password of their choice.

After registration, the user can claim the badge and it will be saved as a digital diploma/certification, explaining what they have learned to earn the badge. They can get the badge by scanning the QR-code on the screen or enter the code that is shown (claim code – either in the app or on the website). Each code can only be used by one person.

Users will get one badge after each test, and when they have completed all six tests, they will get the overall MESI badge, certifying that they have gone through the platform and achieved the expected learning outcomes.

Besides the e-course modules for migrant entrepreneurs, the platform includes a part for the trainers/teachers of the entrepreneurs. Here, besides this toolkit, trainers/teachers will find a report with a collection of good practices in the field of migrant entrepreneurship in different European countries. In addition, this part includes the needs assessment report, which was produced in the beginning of the MESI project.

5.2 Tips for coaching and training migrant entrepreneurs

The MESI project team asked coaches of migrant entrepreneurs to provide tips for coaching and training migrant entrepreneurs. The tips are listed below:

- The trainer should not just look at the business idea. Clarification of different aspects of the entrepreneurs' life and background is important too. For example, the trainer should help the migrant evaluate whether she/he is in a good health condition to take-up long working hours (if needed), or whether their family or education commitments could be integrated fully in their work plan, etc.

- Some migrant entrepreneurs do not think about having a Plan B. Trainers/coaches should help migrants identify alternatives in different aspects of business design.

- Many migrants find it difficult to design a complete business plan. Starting with a simple business plan often helps learners understand the basic steps of business design and gives them a better idea of what aspects to consider when gathering resources or information that will go in their business plan.

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- Language and cultural barriers might complicate things when it comes to signing contracts or agreement. For instance, they might not be aware of the clauses of the agreement when renting facilities or a booth at fairs. Trainers/coaches should advice migrants to get help from other migrant entrepreneurs or local business supports when it comes to legal documents that are in a different language.

- Marketing is an aspect that it is not often adequately explored. Trainers/coaches should integrate marketing techniques in their training programmes and highlight the importance of good marketing.

- Migrant entrepreneurs who own a shop might need help to adjust to the local culture in terms of shop design, writing shop signs, window exhibition, etc. Trainers/coaches should use techniques to evaluate value propositions set by migrant entrepreneurs or use value proposition tools to help migrants connect with the needs of the customer.

5.3 Overview of MESI modules

The MESI e-course modules aim to give potential entrepreneurs with migrant background knowledge and skills in important aspects of being an entrepreneur and starting your own business.

The course material is divided in six modules:

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

Before users go through the modules, it is recommended that they read the introduction to the platform. This includes instructions on navigating and information on obtaining the badges. In addition, a glossary for all modules can be downloaded.

In the beginning of every module, there is an outline of the learning objectives and expected outcomes of the specific module.

5.4 Module 1: Introduction to entrepreneurship - entrepreneurial attitudes and skills

This module will help the users understand the basics of entrepreneurship. They will get a deeper understanding on the traits and attitudes of an entrepreneur. They will learn about the basic steps for developing a business idea, assessing it and creating a business plan. By the end of this module, the users will have a deeper understanding of how to become an entrepreneur. The module consists of the following sections/units:

- Entrepreneurship: This unit includes the definition of entrepreneurship, the benefits of entrepreneurship and what an entrepreneur is.

- Traits and attitudes of an entrepreneur: This unit explores the traits, the resources that are required to start a business and the attitudes of a successful entrepreneur.

- Developing your own business idea: This unit explores what a business idea is, the definition of the three types of industries (primary, secondary and tertiary production), and some reflection question that will help participants identify the skills needed to run a business, and some ideas on how to start shaping and developing their own business idea.

- Assessing your business idea. This unit explores the importance of assessing a business idea and exercises that will help participants assess their business idea (e.g. SWOT analysis). It also includes some questions that will participants get a better understanding of the target audience and help them create a vision and mission statement.

- Developing a Business Plan: This unit includes reflection exercises that will help participants develop their own business plan.

5.5 Module 2: Legal and regulatory framework

This module helps future entrepreneurs to understand more about the legal and regulatory framework before opening their business in the country in which they reside. It provides essential information about legal structures, public authorities, taxes, insurances, contracts and general regulations that are important to be aware of when starting and running a

business. This module has been adapted to the conditions of the different partner countries in the MESI project. Thus, the contents of the module vary according to which country version the users go through.

5.6 Module 3: Project Management and Strategic Planning

This module takes the future entrepreneurs through the process of setting goals and determining the activities that lead them to reach their goals. It introduces them to some useful tools for planning and managing the activities, and for prioritizing their time. The module also gives them a general insight into the field of strategic planning and project management. Throughout the module, there are reflection exercises, which invite the users to get experience with the introduced tools and work on the development of their business. The module consist of the following sections/units:

- Strategic Planning – creating vision and goals: This section is about creating a vision for your business and defining some goals that will get you closer to your vision for your business. In this section, users will learn what characterizes a vision and what SMART goals means.

- Strategic Planning – analyzing possibilities: This section is about analyzing the situation of your business and looking into what you should be aware of when planning and working towards reaching your goals. In this section, users will learn the basics of how to do a SWOT and PEST analysis, stakeholder analysis and risk assessment.

- Project Management: This section goes into the practical planning and management of your projects, or of the process of reaching your business goals. In this section, users will learn about creating a logic model for reaching your goal and making action plans and Gantt charts.

- Time Management: This section is about prioritizing and managing your time as an entrepreneur. In this section, users will learn about prioritizing your time via the urgent-important model and about making efficient to-do-lists. Users will also learn to be aware of which activities make them experience "flow".

5.7 Module 4: Access to Markets

This module covers the process from the entrepreneurs' idea of a product, service or business, to the market launch, and the different steps she or he need to take in order to make a successful market launch.

Thanks to this module the (future) entrepreneur could:

- Make plans for market launches with a higher degree of success rate
- Plan for different kind of basic research that will help them understand their market and the consumer needs
- Improve their skills and processes for future launches

The module gives the learners tools and understanding of the process from idea to market launch. This improve the learners ability to plan their own processes, and gives them confidence in running their businesses.

5.8 Module 5: Understanding the Local Business Culture

This module will support adult educators and professionals working with migrants in explaining them what are the rules of the local business culture and how to communicate with the local Stakeholders and clients.

The main objectives of the course are to:

- Help (future) migrant entrepreneurs in their process of business and social inclusion, struggling with cross-cultural challenges daily
- Demonstrate understanding of what to do and what to avoid in order to succeed with customers and suppliers in the hosting country
- Articulate the main communication successful strategies used by the business culture of the hosting country

Thanks to this module the (future) entrepreneur could:

- Reflect on the basic rules of verbal and non-verbal communication, as well as gestures and body language commonly used in the country in which he/she normally do his/her affaires
- Decode how people think, lead and get things and affairs across different cultures

Understand how to navigate cultural differences as the key for succeeding in managing across the diverse cultural contexts of today's workplace.

5.9 Module 6: Funding and Fundraising

This module helps the learner to understand how a fundraising plan can contribute to starting and developing a business, and how the fundraising plan needs to be connected to the business model that is described further in module 4, Access to markets.

It includes an introduction to "Funding and Fundraising" as well as information on how to fundi your business idea. It also includes information on the different types of funding, the NABC and the Investor's Pitch.

The learners will *understand* the need for a fundraising plan, what that is and how it can contribute to building the business.

The learners will *understand* the process of pitching for funds.

The learners have acquired tools and competence to build a pitch.

The four questions now in the module helps the learner reflect on the content of each section:

- What are your thoughts and reflections on this section?
- What do you need to do now?
- When are you planning to do it?
- Who can help you doing it?

The learner build their pitch, with guidance from the trainer.

6. Tips for facilitating online interactions

The MESI online modules are designed to be conducted at a self-paced mode. However, with some additions these modules could be adapted to facilitate online discussions within groups of migrant entrepreneurs, tutors and online mentors.

This requires the development of a timeframe for completing the course and the use of digital tools that could facilitate discussions. This allows participants to complete both individual and group assignments in their own time within a set timeframe.

Group discussions and assignments could be used to increase the sense of community and self-belonging. They will also help learners to build their time-management skills, teamwork skills, planning and communication skills.

Tips for creating an online facilitation environment:

- ❖ The online facilitator must ensure that all learners have access to the online learning environment and have stable Internet connection.
- ❖ The online facilitator allows the participants to spend some time on the platform to familiarize themselves with the environment.
- ❖ The online facilitator ensures the availability of different chatrooms and media use that correspond to the needs of the target group.
- ❖ The role of the online facilitator is to act as guide. The communication framework should be established at the first online interaction with the learners.
- ❖ At the beginning, the online facilitator should aim at helping learners share their own background and establishing an environment where each individual can learn from each other.
- ❖ After the completion of each thematic unit, the facilitator could assigned individual activities or additional learning material which coulld be discussed at a later point within a larger group of learners or within pairs of two.
- ❖ The online facilitator should make learners feel comfortable with reaching out to the assigned mentors or tutors.

Many platforms could be used to facilitate online discussions. This might include Facebook groups, WhatsApp groups, emails, online forums, Skype groups and other.

Tips for facilitating discussions:

- ❖ The online facilitator could use of combination of platforms to facilitate discussions between learners and mentors (e.g. email for individual assignments, Facebook groups for group discussions)
- ❖ To facilitate discussion on certain topics or assignments, the online facilitator could post the first question.
- ❖ The online facilitator should use a language that is understood by everyone.
- ❖ Group discussions should be conducted in a way that fosters sense of community and increases the sense of belonging.

- ❖ The online facilitator could build discussions by adding additional questions in the chat groups.
- ❖ The online facilitator should moderate discussions and intervene when a learner uses inappropriate language.
- ❖ The online facilitator could ask learners to summarize their ideas in groups or at an individual level.
- ❖ The online facilitator could design activities that could encourage learners to get in touch with their mentors.
- ❖ The online facilitator should bring closure to the topic of discussion if he/she thinks.

Moreover, the MESI platform offers the opportunity to respond to reflection questions, which are integrated within the modules. This allows participants to gather their ideas and reflections about a certain theme or topic and then download them as a PDF file or send them to their email. Here, the online facilitator could ask learners to reflect on their ideas and discuss them further in a working group.

7. Glossary (Modules Glossary)

Regulatory framework (www.wisegeek.com/what-is-a-regulatory-framework.htm)

- a model people can use for reforming and enacting regulations in an effective and logical way

Civil registration (definition by the United Nations)

- a process whereby major vital events occurring in a population are officially recorded
- continuous, permanent, compulsory and universal recording of the occurrence and characteristics of vital events in a population in accordance with the legal requirements of the country

Strategic planning (definition by Cambridge Dictionary)

- a process in which a company's executives decide what they want to achieve and the best actions and use of resources for doing this

Project (Cambridge Dictionary)

- a piece of planned work or an activity that is finished over a period of time and intended to achieve a particular purpose

Project management (Cambridge Dictionary)

- the activity of organizing and controlling a project

Unique selling point

- something that makes your offer stand out against the competitors.

Market segmentation matrix

- a map that shows you where there is a niche that is not filled by anyone else.

Value proposition canvas

- a tool that helps you connect to the customer needs with your offers

Customer segmentation

- the practice of dividing a customer base into groups of individuals that are similar in specific ways relevant to marketing, such as age, gender, interests and spending habits

Business Model Canvas

- a strategic management and lean startup template for developing new or documenting existing business models. It is a visual chart with elements describing a

- firm's or product's value proposition, infrastructure, customers, and finances.

Break-even analysis

- a financial tool that helps you to determine at what stage your company, or a new service or product, will be profitable.

Cultural differences in international business ventures

(https://www.globalnegotiator.com/international-trade/dictionary/cultural-differences/)

- Differences in personal values and in the assumption people make about how business is organized

Communication (definition by Oxford Dictionary)

- the imparting or exchanging of information by speaking, writing, or using some other medium
- the successful conveying or sharing of ideas and feelings

Verbal Communication (Cohen, D. Il linguaggio del corpo, Orme Editori, Roma, 2012; Molcho, S., I linguaggi del corpo, Edizioni red, Como, 2007)

- the imparting or exchanging of information by speaking, writing, or using some other medium
- the successful conveying or sharing of ideas and feelings
- ability to get into relation with others in the fields of communication, giving and receiving feedback

Non-verbal communication (Cohen, D. Il linguaggio del corpo, Orme Editori, Roma, 2012; Molcho, S., I linguaggi del corpo, Edizioni red, Como, 2007, https://www.businesstopia.net/communication/non-verbal-communication-different-cultures)

- It refers to body language. The most basic language is the language of gestures. There are many types of non-verbal communication like eye contact, hand movements, facial expressions, touch, gestures, appearance, body movement and posture, facial expressions, paralanguage, physical space (proxemics). Body language is often the most effective means of communication.

Active listening

- Ability to listen with a high degree of attention and communicative involvement, with open mindness, empathy and respect, taking the others perspective without prejudice, giving an appropriate/controlled response to the real needs of the recipients

Empathy (definition given by Collins Dictionary)

- Ability to share another person's feelings and emotions as if they were your own

Desirable

- people want it

Feasible

- it is possible to do

Viable

- We don't go broke

Annex

List of organisations and groups working with asylum seekers/refugees or third-country nationals

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Country: Sweden

Name of Organisation No.1: UNCHR Sweden

Short Description: UNHCR, the UN Refugee Agency, is a global organization dedicated to saving lives, protecting rights and building a better future for refugees, forcibly displaced communities and stateless people.

Website of organisation: https://www.unhcr.org/sweden.html

Name of Organisation No.2: Refugees Welcome Stockholm

Short Description: Offers help to refugees coming to Stockholm and advocacy for a better reception of refugees.

Website of organisation: https://www.refugeeswelcomestockholm.se/about-us/

Name of Organisation No.3: Hope for Children (HFC)

Short Description: Provides support and social services to unaccompanied minors, including shelter and foster families. Conducts advocacy actions and provides capacity building trainings.

Website of organisation: https://www.uncrcpc.org/

Name of Organisation No.4: Swedish Refugee Law Center

Short Description: provides advice and individual case support in asylum and family reunification cases

Website of organisation: https://sweref.org/

Name of Organisation No.5: Swedish Red Cross

Short Description: Offers humanitarian assistance as well as medical and psychosocial services to vulnerable migrants

Website of organisation: https://www.rodakorset.se/

Name of Organisation No.6: Amnesty International

Short Description: operates a Migrant and Refugee Centre that provides free information, support and mediation services.

Website of organisation: https://amnesty.se

Name of Organisation No.7: FARR

Short Description: The Swedish Network of Refugee Support Groups, FARR, is an umbrella organization for individuals and groups working to strengthen the right of asylum.

Website of organization: https://www.farr.se/sv/in-english/information a list of about 60 local organizations working for immigrants under the FARR-umbrella:

https://www.farr.se/sv/kontakt/lokal-grouper

Name of Organisation No.8: Caritas Sverige

Short Description: Caritas addresses the issues around migration directly. It works to advise and protect all migrants – men, women and children – to prevent trafficking and abuse.

Website of organisation: https://www.caritas.org/what-we-do/migration/

Name of Organisation No.9: INFOMIGRANTS

Short Description: Provides an overview over important information and organisations for imigrants.

Website of organization: https://www.infomigrants.net/en/post/4037/where-to-start-if-you-re-a-refugee-seeking-advice-in-sweden-germany-italy-or-greece

Country: Denmark

Name of Organisation No.1: SIRI - Styrelsen for International Rekruttering og Integration (The Agency for International Recruitment and Integration)

Short Description: The agency refers to the Ministry of Integration. It coordinates and gives advice to the public sector on the national integration programs and efforts.

Website of organisation: https://uim.dk/siri

Name of Organisation No.2: Integrationsråd (Integration Councils)

Short Description: Some Danish municipalities have established an integration council. The council functions as "spokesperson" for the ethnic minorities and advices the city council on integration matters.

Website of organisation: https://rem.dk/netvaerk/integrationsrad

Name of Organisation No.3: REM – Rådet for Etniske Minoriteter (The Council for Ethnic Minorities)

Short Description: The Council advices the Minister of Integration on topics regarding refugees, migrants and integration. Fourteen of the council members represent the integration councils in the municipalities. **Website of organisation:** https://rem.dk/

Name of Organisation No.4: Røde Kors (Danish Red Cross)

Short Description: Danish Red Cross runs a number of asylum centers in Denmark. The organisation also offers different kind of support to refugees and migrants after they receive a residence permit like study support and language training, network families, women's groups, etc. **Website of organisation:** https://www.rodekors.dk/

Name of Organisation No.5: Dansk Flygtningehjælp (Danish Refugee Council)

Short Description: The organisation offers counseling for asylum seekers and provides professional integration services for municipalities, such as employment promoting activities for refugees and psychosocial interventions and support for vulnerable children and families.

Website of organisation: https://drc.ngo/da

Name of Organisation No.6: Red Barnet (Save the Children)

Short Description: The organisation works to give children a better life. It offers various activities for vulnerable children and families, including refugee families.

Website of organisation: https://redbarnet.dk/

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Name of Organisation No.7: Language Schools

Short Description: A number of language schools teach Danish as a second language to refugees and migrants. For refugees and family reunified, the tuition is mandatory and can last up to 5 years. Foreign workers and students are offered the tuition as well, but it is not mandatory for them.

Website of organisation: https://uim.dk/arbejdsomrader/danskundervisning-og-prover-for-udlaendinge/danskuddannelse/udbydere-af-danskuddannelse

Name of Organisation No.8: Job Centers

Short Description: All municipalities have a job center that offers support to unemployed persons. The job center is also responsible for coordinating the introduction program for the refugees and family reunified living in the municipality.

Website of organisation: https://jobnet.dk

Name of Organisation No.9: Migrant Associations

Short Description: Many migrant groups have established local or national associations. They are often based on common national or cultural affiliation, but in some cases, the associations are targeted at a broader group, like all 'internationals' in a certain area.

Website of organisation: For some municipalities, it is possible to find a list of local migrant associations online.

Name of Organisation No.10: Social housing associations

Short Description: Many migrants live in social housing areas. The social housing associations have initiatives that support the residents in various ways. The website maps these initiatives.

Website of organisation: http://www.boligsocialkort.dk/#

Name of Organisation No.11: Foreningen Nydansker (The Association New Dane)

Short Description: Foreningen Nydansker is an association that focuses on creating ways for migrants to enter the labour market and on making diversity management a natural and appreciated element in Danish businesses.

Website of organisation: https://www.foreningen-nydansker.dk/

Name of Organisation No.12: Venligboerne Flygtningehjælp (Friendly Inhabitants Refugee Help)

Short Description: Venligboerne is a grassroots movement based on the philosophy of being friendlier to one another. In relation to refugees, the purpose of Venligboerne is to receive the refugees in a friendly manner and to praise diversity and see the value of every human. Many Danish cities have a Venligbo group.

Website of organisation: http://www.venligboerne.org/

Name of Organisation No.13: Tværkulturelt Center (Cross-Cultural Center)

Short Description: The organisation has its base in the Lutheran church. It cooperates with migrant congregations and organizes international church services, cross-cultural dinners, conferences, and seminars.

Website of organisation: https://tvaerkulturelt-center.dk/index.php

Name of Organisation No.15: Kirkernes Integrationstjeneste (Churches' Integration Ministry)

Short Description: The organisation has its base in the evangelical free churches in Denmark. It cooperates with migrant congregations among others, organises cross-cultural events and has established associations for specific groups, for instance young migrants.

Website of organisation: http://www.kit-danmark.dk/dk/

Country: Italy

Name of Organisation No.1: Baobab Experience

Short Description: offers first assistance, psychological and legal support to refugees in transit in Rome.

Website of organisation: www.baobabexperience.org

Name of Organisation No.2: SOS ERM

Short Description: In Milan, the SOS ERM association has been providing first reception to refugees in transit since 2014. It operated first in the Mezzanine of the Central Station and then in the various Hubs managed in collaboration with the Municipality.

Website of organisation: https://soserm.wordpress.com/; www.facebook.com/soserm

Name of Organisation No.3: Mediterranean Hope

Short Description: Mediterranean Hope is a project of the Federation of Evangelical Churches in Italy. It provides some assistance, some support and protection to migrants. It has an observatory in Lampedusa that guarantees first reception to migrants. In addition, Mediterranean Hope carries out projects for humanitarian corridors that bring particularly vulnerable refugees to Europe from Lebanon and Morocco, and will activate others from Ethiopia.

Website of organisation: www.mediterraneanhope.com

Name of Organisation No.4: Cassiopea Novara Odv

Short Description: It works in the social sector with particular attention to compulsory schooling, targeting children with learning difficulties and integration problems.

Website of organisation: https://cassiopea-novara.it/

Name of Organisation No.5: Arte Migrante

Short Description: Made up of people from different nationalities and social conditions, promoting inter-culture and inclusion through art.

Website of organisation: http://www.artemigrante.eu/

Name of Organisation No.6: A. CROSS

Short Description: Linguistic-cultural mediation with asylum seekers

Website of organisation: https://acrossonlus.com/

Name of Organisation No.7: CIAC – Centro Immigrazione Asilo e Cooperazione internazionale Onlus

Short Description: CIAC protects the rights and guarantees reception and integration for the migrant population and vulnerable groups exposed to social exclusion.

Website of organisation: http://www.ciaconlus.org/

Name of Organisation No.8: APS – Associazione Partecipazione e Sviluppo

Short Description: The body was created to receive and manage asylum seekers. It has opened an office in Eritrea and in Italy it will also take care of disabled and poor people.

Website of organisation: http://www.partecipazione.info/

Name of Organisation No.9: CIES Onlus – Centro Informazione e Educazione allo Sviluppo Onlus

Short Description: CIES Onlus is a non-governmental organization whose social purpose is the promotion of the values of solidarity and cooperation.

Website of organisation: https://www.cies.it/?lang=en

Name of Organisation No.10: ANOLF - Associazione Nazionale Oltre le Frontiere

Short Description: One of the aims of Anolf is the full integration of migrants in the region where they reside, promoting their rights and those of their families.

Website of organisation: http://www.anolf.it/

Name of Organisation No.11: Singa Italia

Short Description: Hub for foreign entrepreneurs. Community for diversity and innovation.

SINGA Italy promotes the meeting and exchange between migrants, refugees and beneficiaries of international protection and the host society.
Website of organisation: https://www.singaitalia.com/

Name of Organisation No.12: Comunità di Sant'Egidio
Short Description: Migrants, with their demand for integration, have been at the heart of the Community of Sant'Egidio since the end of the 1970s, when they began, little by little, to be a significant presence in Italian society. Organization and management of humanitarian corridors, reception, language learning, inclusion.
Website of organisation: https://www.santegidio.org/pageID/1/langID/it/HOME.html

Country: Cyprus

Name of Organisation No.1: Migrant Information Center (miHUB)

Short Description: Operates 4 information centres in four cities of Cyprus employing social advisors and psychologists to support migrants' social inclusion in the local communities.

Website of organisation: https://mihub.eu/

Name of Organisation No.2: Cyprus Refugee Council (CyRC)

Short Description: Offers legal and social services to refugees and asylum seekers, as well as psychological support. It is located in the capital of Cyprus, Nicosia.

Website of organisation: https://cyrefugeecouncil.org/

Name of Organisation No.3: Hope for Children (HFC)

Short Description: Provides support and social services to unaccompanied minors, including shelter and foster families. Conducts advocacy actions and provides capacity building trainings.

Website of organisation: https://www.uncrcpc.org/

Name of Organisation No.4: Caritas Cyprus

Short Description: provides humanitarian assistance to migrants and refugees including referrals to health services and emergency shelters.

Website of organisation: https://caritascyprus.org/

Name of Organisation No.5: Cyprus Red Cross

Short Description: Offers humanitarian assistance as well as medical and psychosocial services to vulnerable migrants

Website of organisation: http://www.redcross.org.cy/

Name of Organisation No.6: KISA

Short Description: operates a Migrant and Refugee Centre that provides free information, support and mediation services.

Website of organisation: https://kisa.org.cy/

Name of Organisation No.7: SYNTHESIS Center for Research and Education

Short Description: SYNTHESIS is a pioneering organisation which initiates and implements projects of positive social change in the fields of entrepreneurship, migrant integration, employment and social inclusion. Through its programmes, it offers language courses, soft skills trainings and employability courses.

Website of organization: https://www.synthesis-center.org/

Name of Organisation No.8: CARDET

Short Description: Implements various integration programmes, offering language and capacity building courses, and developing online tools

Website of organisation: https://www.cardet.org/

Name of Organisation No.9: IOM Cyprus

Short Description: Offers advisory services and technical cooperation on migration issues. It currently implements an assisted voluntary return program.

Website of organization: https://cyprus.iom.int/

Name of Organisation No.10: UNHCR

Short Description: Ensures the upholding of the rights and welfare of refugees and asylum seekers

Website of organization: https://www.unhcr.org/cy/

Name of Organisation No.11: Aware

Short Description: Carries out awareness-raising campaigns targeting all age groups of the host society and particularly minors

Website of organization: https://cyprusaware.eu/en/

Name of Organisation No.12: Association for the Prevention and Handling of Violence in the Family (SPAVO)

Short Description: Carries a national center providing preventive services of domestic violence, sheltering temporarily victims of domestic violence and providing psychological support.

Website of organization: https://domviolence.org.cy/en/

Name of Organisation No.13: Center for Social Innovation (CSI)

Short Description: Carries out projects to develop solutions for social, education and economic problems.

Website of organization: http://csicy.com/

Name of Organisation No.14: EASO (Cyprus)

Short Description: The European Asylum Support Office is an agency that aims to increase the cooperation of EU member states on asylum, improve the implementation of the Common European Asylum System, and support member states under pressure.

Website of organization: http://easo.europe.eu

Name of Organisation No.15: The Oasis project

Short Description: OASIS is is a voluntary community group in Larnaca that supports refugees and asylum-seekers in Cyprus. They offer food baskets on Mondays and provide Greek language and English language classes for free.

Website of organization: http://oasisprojectcy.com/

Name of Organisation No.16: Agapi

Short Description: Agapi is a voluntary organization in Limassol that supports people in need, including refugees and asylum-seekers in Cyprus. Agapi hosts a Migrant Centre and a Charity Shop and provide food and clothes to families.

Website of organization: https://www.facebook.com/pages/category/Community/AGAPI-Limassol-Cyprus-1037082223070252/