# Interreg CENTRAL EUROPE

European Union
European Regional
Development Fund

## TASKFORCOME

TASKFORCOME:
TRANSNATIONAL ACTION TO ADVANCE SKILLS AND
COMPETENCES FOR COMMUNITY ENGAGEMENT
AND SOCIAL MIGRANTS ENTREPRENEURSHIP INITIATIVES
IN THE CENTRAL EUROPE

# D.C.2.3 - TASKFORCOME Education, Training and Supporting Tools – Publication (related to O.T2.1 and O.T2.2)

# 1. INTRODUCTION

TASKFORCOME tackles two of the major CHALLENGES of Europe today: the labour and social integration of an unprecedented presence of Migrants and the systematic realisation of Social Innovation as a powerful engine for social and economic development.

A further challenge is to develop Ecosystems for Inclusion and Social Innovation, where key actors work in new ways to provide services for citizens and possibilities for entrepreneurial business, together with universities, NGOs, public bodies and citizens, to create the conditions for innovation and development.
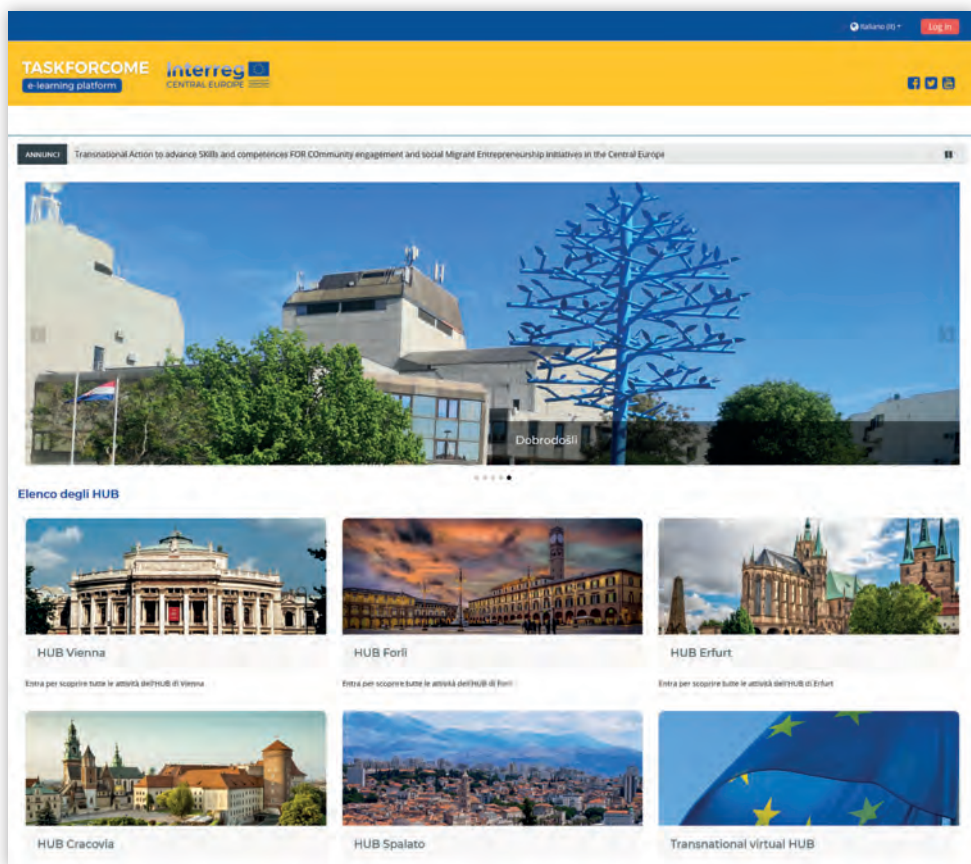


*Figure 1:*
*Homepage of the TASKFORCOME e-learning platform website (Italian language).*

## 2. TASKFORCOME E-LEARNING PLATFORM

### 2.1. HOMEPAGE

The homepage is divided into a series of blocks. On the upper right two objects are present: i) the "Log in" button, allowing the user to authenticate on the platform, and ii) the language selector, allowing selecting the navigation language between the mother tongues of the five countries involved in TASKFORCOME plus English. In the header, there is a link to the Interreg Central Europe program website and social media link icons redirecting to the social media channels of the project, including Facebook, Twitter and YouTube. Immediately below, a "ticker" displays announcements about important events. In addition, within a "slider" significant images of the HUBs participating in the project are present.

In the central part of the page, there are six categories, related to the HUBs (the five local hubs and the transnational virtual hub). A "footer" closes the page embedding logos and links of the partners participating in the project.

The access to the courses is strictly linked to user authentication by user name and password. Users are created by the site Administrator, each of them being assigned a role (manager, teachers, students, etc.).

Once authenticated, above the "footer" the list of courses to which the user is enrolled is displayed (see Figure 2).

As foreseen by the project specifications, five categories have been created, one for each HUB, within which one or more courses for the training of migrants belonging to the respective HUB will be included. This will allow each teacher to propose specific contents adhering to national regulations and guided by the labour market conditions of each country.

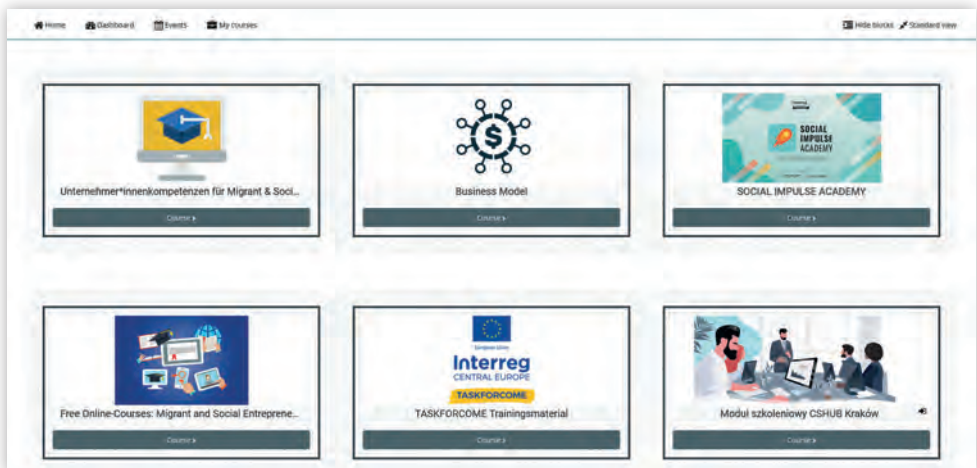The figure below shows a small part of the course provided by the Austrian HUB.
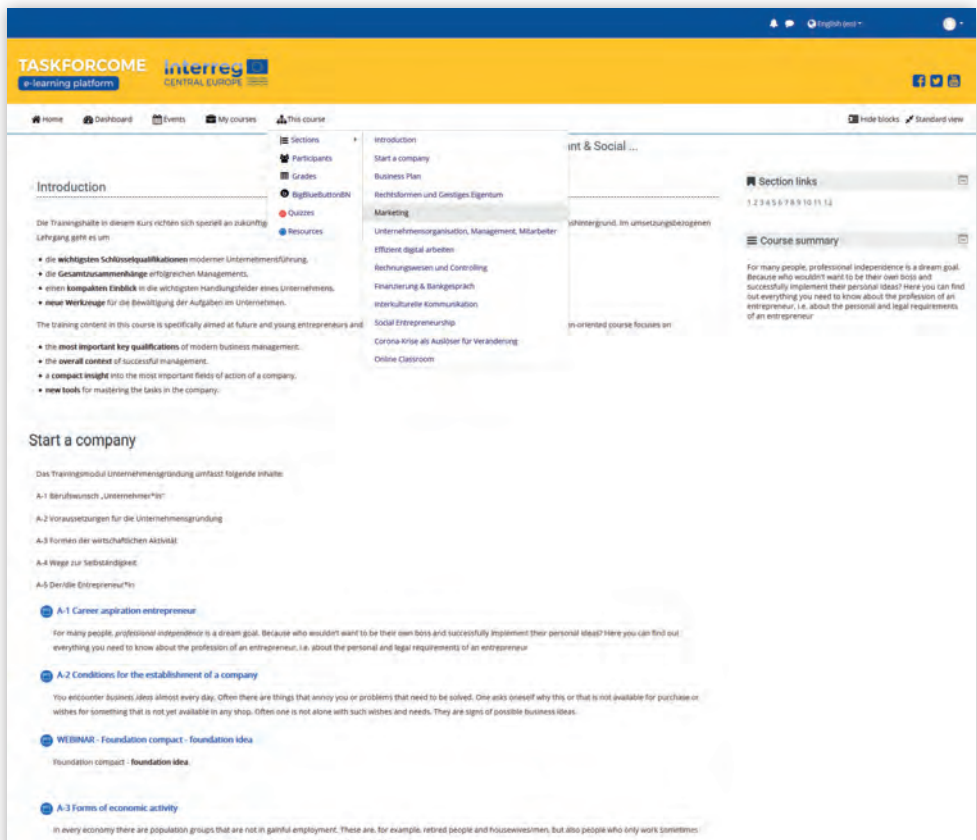
Figure 2: List of courses to which the user is registered.

Figure 4: Example of text and video contents as part of the course delivered by the Austrian HUB.

*Figure 3: Part of the course delivered by the Austrian HUB.*

*Figure 5: Example of a "quiz", in two different modes: multiple choice (left) and true/false (right).*

On the other hand, the figure below shows an example of an Activity of type "Quiz" with multiple choice and one with True/False.

## 3. MANUAL

### 3.1. AIMS OF THE MANUAL

The handbook briefly features an overview of the support institutions in the five project countries and the support schemes they offer. It provides an impression of the support schemes available in each country. Thus, it enables a benchmarking of the existing support services and it is crucial in the development of innovative support schemes, addressing individual and group support for definition of social mission and social object and establishment of social business structure.

The handbook includes the joint definition of the target groups, which was determined by the TASKFORCOME project group. It presents the results of the analyses of the dialogue groups for the support schemes, as well as a selection of existing organisations that offer support for ME in the five countries of the project partners and an overview of the available support schemes.

A template was developed for a uniform registration of the support organizations and their support schemes. The template includes name and contact details of the support facilities and a description of support programmes for "Management of Business Initiatives". It gives stakeholders a quick overview of

- ⊘ the target group of the support facility and
- ⊘ the kind of measures taken to support the target groups.

### 3.2. MAIN TARGET GROUPS OF THE PROJECT AND DEFINITIONS

Starting from a shared definition of migrant entrepreneurs (ME, SE, CbSe), TASKFORCOME project partners delivered explanatory notes for each project countries to better match the definition with the regional needs in the framework of socio-economic integration, the single national regulations will be the framework for each project partner as a basis for developing all outputs and deliverables required in the project:

### MIGRANT ENTREPRENEUR

*„Migrant entrepreneur – a person with managerial role (founder or co-owner of an enterprise), self-employed individual or person who intends to start a business, who is either a) foreign-born (i.e. born outside the current country of residence) b) at least one of his/her parent is foreign-born c) at least one of his/her grandparent is foreign-born".*

## SOCIAL ENTREPRENEUR

*„The social entrepreneur is a mission-driven individual who uses a set of entrepreneurial behaviours to deliver a social value to the less privileged, all through an entrepreneurially oriented entity that is financially independent, self-sufficient, or sustainable."*

This definition combines four factors that make social entrepreneurship distinct from other forms of entrepreneurship (*Abu-Saifan, Social Entrepreneurship: Definitions and Boundaries, Technology Innovation Management Review, February 2012: 22-37*).

Social entrepreneurs, therefore

1. Are **mission driven,** they are dedicated to serve their mission of delivering a social value to the underserved.
2. Act **entrepreneurially** through a combination of characteristics that set them apart from other types of entrepreneurs.
3. Act within **entrepreneurially oriented organisations** that have a strong culture of innovation and openness.
4. Act within **financially independent organisations** that plan and execute earned-income strategies. The objective is to deliver the intended social value while remaining financially self-sufficient. This is achieved by blending social and profit-oriented activities to achieve self-sufficiency, reduce reliance on donations and government funding, and increase the potential of expanding the delivery of proposed social value.

Social entrepreneurship is an approach by start-up companies and entrepreneurs, in which they develop, fund, and implement solutions to social, cultural, or environmental issues. This concept may be applied to a wide range of organizations, which vary in size, aims, and beliefs.

The following table summarizes the unique characteristics of profit-oriented and social entrepreneurs and identifies those characteristics that are most likely to be found in both types of entrepreneurs:

| Unique characteristics of profit-oriented entrepreneurs | Characteristics common to both types | Unique characteristics of social entrepreneurs |
| --- | --- | --- |
| ✓ High achiever | ✓ Innovator | ✓ Mission leader |
| ✓ Risk bearer | ✓ Dedicated | ✓ Emotionally charged |
| ✓ Organizer | ✓ Initiative taker | ✓ Change agent |
| ✓ Strategic thinker | ✓ Leader | ✓ Opinion leader |
| ✓ Value creator | ✓ Opportunity alert | ✓ Social value creator |
| ✓ Holistic | ✓ Persistent | ✓ Socially alert |
| ✓ Arbitrageur | ✓ Committed | ✓ Manager |
| | | ✓ Visionary |
| | | ✓ Highly accountable |

*Table 1: characteristics of profit-oriented and social entrepreneurs*

For-profit entrepreneurs typically measure performance using business metrics like profit, revenues and increases in stock prices. Social entrepreneurs, however, are either non-profits, or they blend for-profit goals with generating a positive „return-to-society".

Therefore, they must use different metrics. Social entrepreneurship typically attempts to further broad social, cultural, and environmental goals often associated with the voluntary sector in areas such as poverty alleviation, health care and community development.

At times, profit-making social enterprises may be established to support the social or cultural goals of the organization but not as an end. For example, an organization that aims to provide housing and employment to the homeless may operate a restaurant, both to raise money and to provide employment for the homeless.
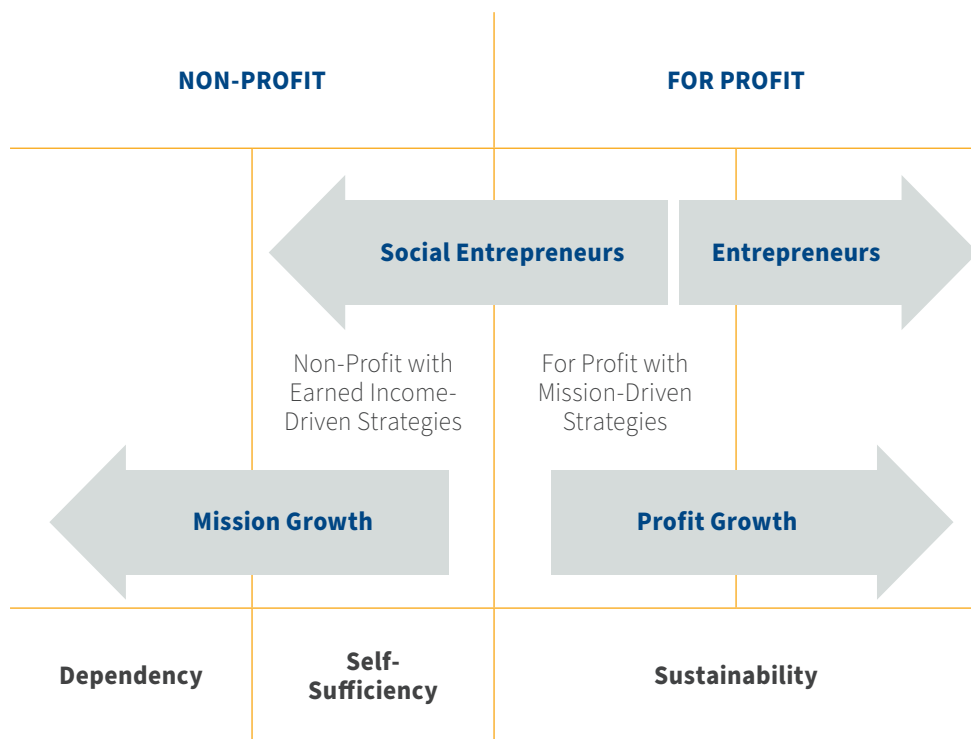
*Figure 6: Classification of Social Entrepreneurs*

In the 2010s, social entrepreneurship is facilitated by the use of the Internet, particularly social networking and social media websites. These websites enable social entrepreneurs to reach numerous people who are not geographically close yet who share the same goals and encourage them to collaborate online, learn about the issues, disseminate information about the group's events and activities, and raise funds through crowdfunding.

**COMMUNITY BASED SOCIAL ENTREPRISE**

*„A social enterprise that is formed or managed on a joint basis by a group of mission-driven individual who use a set of entrepreneurial behaviours to deliver a social value to the less privileged, all through an entrepreneurially oriented entity that is financially independent, self-sufficient, or sustainable."*

The United Nations defines community development as „a process where community members come together to take collective action and generate solutions to common problems." It is a broad concept, applied to the practices of civic leaders, activists, involved citizens, and professionals to improve various aspects of communities, typically aiming to build stronger and more resilient local communities.

Community development seeks to empower individuals and groups of people with the skills they need to effect change within their communities. These skills are often created through the formation of social groups working for a common agenda. Community developers must understand both how to work with individuals and how to affect communities' positions within the context of larger social institutions.

## 3.3. MOTIVATIONS FOR SUPPORTING MIGRANT ENTREPRENEURS

Migrant Entrepreneurship has become a key topic, gaining the attention of policy makers, and acknowledging a focus in both "Action Plan for the integration of Third Country Nationals" and in the "2020 Entrepreneurship Action Plan". Supporting Migrant Entrepreneurship has been recognised as a European Challenge. Yet it is empirically and scientifically recognised that migrants face difficulties and obstacles in starting as well as in running a business initiative. The empirical confirmation is achieved by the "Benchmarking and Need Analysis" conducted by TASKFORCOME; the scientific confirmation is given by several publications and extensive literature at regard.

Those obstacles can be grouped as follows:

- ⊘ Accessing credit, especially towards financial institution: despite migrant entrepreneurs or start-upper receive small loans from relatives and members of their ethnic community, hardly they receive credit by banks or formal financial institutions, due to the lack of collaterals.
- ⊘ Dealing with bureaucracy of the partnership countries: nevertheless, of how many years' migrant entrepreneurs or start-upper live in the host countries of the partnership, they have difficulties in understanding, experimenting and managing the administrative and procedural steps, especially in countries where the 'bureaucracy' is particularly impacting also for nationals.
- ⊘ Becoming familiar with business environment and market: since migrant entrepreneurs or start-upper have a limited knowledge of the context they live (because they know as 'destination site' or because they are newly arrived, etc.), they miss an exhaustive and wider picture of market possibilities, then limiting the business perspective towards ethnic or neighbour environment.
- ⊘ Widening their network: a part of their ethnic/migrant community, migrant entrepreneurs or start-uppers have a restricted personal network, made for the most of peers, then limiting the networking potential of their business.

## 3.4. SUPPORT SCHEMES DEFINED BY TASKFORCOME

In the last decades, many initiatives have been designed and implemented to support migrant entrepreneurs, both as start uppers as well as managers of existing enterprises. Those initiatives can be ideally grouped in Mainstream programmes or Targeted programmes:

- ⊘ Mainstream programmes are defined as initiatives that target all the entrepreneurs, rather than a specific group.
- ⊘ Targeted programmes are defined as initiatives that focus on a specific target.

In the framework of TASKFORCOME and specifically of business initiatives ran by ME, support schemes are aimed to providing follow-up and facilitation, exploiting the CSHUBs as the environment where the 'traditional' support schemes can feature as user-centred and multidimensional. Therefore, the concept of support schemes in TASKFORCOME to be implemented in CSHUBS, foresees mainstream and targeted measures, also including further 'criteria' of specification and widening the range of support schemes to:

- ⊘ Structured/formal services provided by professional services (Business Services Providers), hosted in CSHUBs, then offering new way to access to their services (e.g. itinerant helpdesks, 'legal advisors', etc.).
- ⊘ Informal/non-formal occasions provided by local stakeholders (NGOs, schools, etc.), organised within CSHUBs, then offering new ways for networking and creating advance knowledge (e.g. networking dinner, networking café, etc.).
- ⊘ Spot/ad hoc interventions provided by experts (e.g. external professionals), promoting innovative training or services sessions (e.g. mentoring/coaching workshops, Business Plan simulations, etc.).

## 3.5. DIALOGUE GROUPS FOR SUPPORT SCHEMES

The externally visible core of this project will be an online information platform for migrant entrepreneurs, social entrepreneurs and community based social hubs run by migrant entrepreneurs. The following dialogue groups should be addressed:
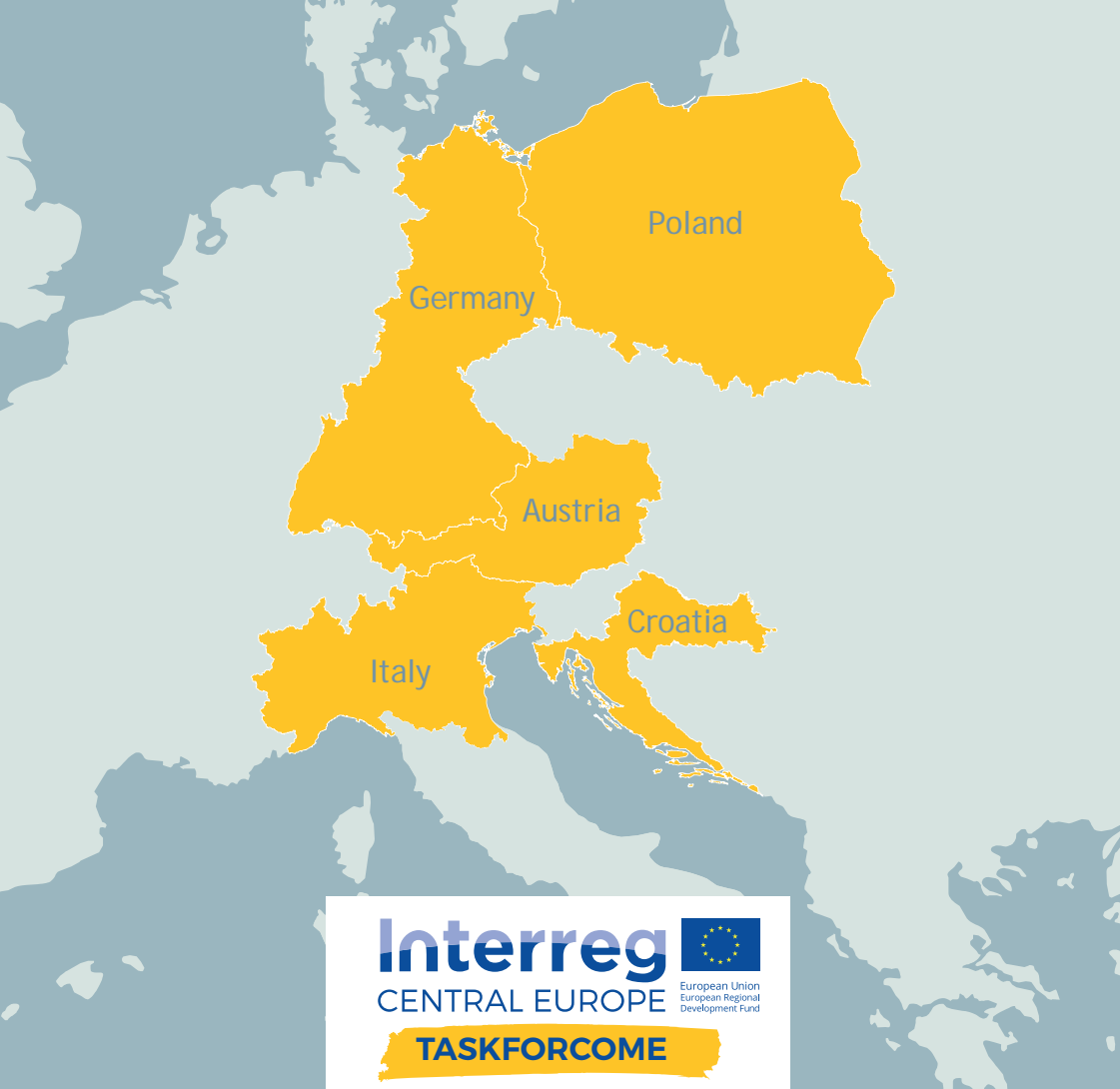
| Dialogue group | What they are interested in? What they are looking for? |
|---|---|
| Researchers | Studies, research results, opportunities to advance research and knowledge… |
| Stakeholders and Policy Makers | European, national, regional requirements and policies, examples of successful integration-promoting implementation measures; examples of innovative way of exploit and efficiently using public (national/European) funds to promote the entrepreneurship for socio-economic development… |
| Service Providers | Successful support measures and support programmes, Program descriptions, success factors, necessary resources, lessons learned from other service providers, contact information. New services, new synergies, new networks, even new market segments… |
| Migrant Entrepreneurs | Program descriptions, what is the benefit? What does the entrepreneur get out of it? What is promoted or supported, conditions of promotion, costs, contact details. It could be a new way to experiment the integration process in terms of "not in one-direction but bidirectional"? A new way to get (or maintain) contact with the country of origin, through business, then contributing to its development. |
| Migrant and Social Entrepreneurs | Benchmarking - what do others do? Which successful case studies are there in my region, in other countries? Which are the business models? Which is the legal form? How is the SE financed? Which tax models are used? How is success in an SE measured? |

## 3.6. TEMPLATE OF SUPPORT SCHEMES FOR THE INTERACTIVE MAP

| | |
|---|---|
| **Name of the organization** | |
| **Location** | |
| **Website** | |
| **Scope of activity** | |
| **CbSE / SE** | |
| **Date of estabilishment** | |
| **Mission/aim** | |
| **Major stakeholders** | |
| **Major clients** | |
| **Key services** | |
| **Programmes targetting ME** | |
| **Programmes targeting immigrants** | |

| | | |
|---|---|---|
| **Name of support scheme** | | |
| **Location** | | |
| **Level of implementation** | | |
| **Contacts** | | |
| **Target population** | | |
| **Description of the practice** | | |
| **Visibility** | Grassroot events organised to raise awareness of the scheme. | |
| | Service provider physically go to areas where migrants live to reach out to them. | |
| | Migrant networks are engaged in the outreach campaign of the scheme. | |
| **Networking** | Opportunities to network with other migrant and native entrepreneurs, including potential business suppliers and clients are provided. | |
| **Legal and regulatory advice** | Legal and regulatory advice is provided by legal experts. | |
| **Individual, business, support** | Is feasibility assessment conducted for the ideas of each of the potential migrant entrepreneurs? | |
| **Group business training** | The group training cover knowledge and skills specific to the host market in addition to modules covering most aspects of entrepreneurship. | |
| | It provides a range of training related to the idea (seed) stage all the way through the business creation and growth stages. | |
| | There is a balance between theoretical and practical training. | |
| **Mentoring** | Mentoring is provided. | |
| **Access to Finance** | The support to develop a bankable business plan is provided. | |
| | Follow-up sessions to oversee the business's financial fitness once the enterprise is set up, are carried out. | |
| **Facilities provision** | Support to find (co)working space, shop floor or workshop room is provided. | |
| | The service provider helps the migrant secure a contract at rates that he can afford. | |
| **Language and cultural sensitivity** | Written and oral information is provided in the languages commonly spoken by migrants (including on the website). | |
| | The services (e.g. business training, advice, or mentoring) are provided in the different languages commonly spoken by migrants. | |
| | The number of languages available is adequate. | |