

# I01

## Good Practices & Needs Analysis

### Final Report

Prepared by Assist. Prof. Oğuzhan Aygören, Assoc. Prof. Burcu Rodopman  
and Inst. Burcu Ertürk Kılıç



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## Content

<b>1. YME Desk Research: Theoretical Framework .....</b>	<b>2</b>
<b>What is Entrepreneurship?.....</b>	<b>2</b>
<b>References.....</b>	<b>4</b>
<b>2. YME profile information .....</b>	<b>5</b>
<b>Current Situation in UNRIT .....</b>	<b>5</b>
<b>United Kingdom .....</b>	<b>5</b>
<b>Netherlands .....</b>	<b>7</b>
<b>România.....</b>	<b>11</b>
<b>Italy.....</b>	<b>11</b>
<b>Turkey.....</b>	<b>15</b>
<b>Good practices related to YME education .....</b>	<b>17</b>
<b>United Kingdom .....</b>	<b>17</b>
<b>Netherlands .....</b>	<b>24</b>
<b>Romania.....</b>	<b>29</b>
<b>Italy.....</b>	<b>32</b>
<b>Turkey.....</b>	<b>32</b>
<b>3. Need analysis report.....</b>	<b>34</b>

## 1. YME Desk Research: Theoretical Framework

### What is Entrepreneurship?

This section describes a perspective of Entrepreneurship from Entrepreneurship literature in order to present a basis for project countries.

Entrepreneurship as a discipline has emerged extensively in recent years. Once seen as an exception, currently Entrepreneurship is seen as a required skill for survival of an individual and thrival of a business. YME Project identifies this phenomenon and aims to provide entrepreneurial capabilities to the YMEs in Project countries.

At its broadest scope, Entrepreneurship is best described by Stevenson (1983, 1985, 1990) as “the pursuit of opportunity beyond resources you currently control.” This definition emphasizes opportunity as the only real resource. It requires entrepreneurs share their vision of the opportunity with the people they hire and the investors they seek instead of the capital resources they can provide or negotiate.

The source of opportunities can take many forms. Traditionally, business people think opportunities as the unmet market demand. This means there is a market demand for some service or product; however, there is not supply in the market or the existing offerings are expensive, cumbersome or not reliable. In this case, opportunity is building and offering what people demand. This type of opportunities is production oriented, competitive and mostly short-termed. For example, when there is a growing trend for healthy food and not enough offerings in the market presents an opportunity for this underserved market. However, there is a catch here. When so many opportunity-seeking entrepreneurs enter the same market, it can quickly lead to an overserved market with high competition. This is similar to a situation where an ice cream shop opens in a neighborhood and suddenly five more shops open. If the market has potential to grow, this new supply might work but, in most cases, all shops will fail to make sufficient profit since demand will be insufficient for each entrant.

Due to the competitive nature of meeting market demand, meeting unmet needs is a better method for identifying opportunities. Unmet needs arise from identifying problems or from things that bother you. Every complaint is an opportunity. Observation of other people and awareness of the environment become very important. So, defining the correct problem in the correct way becomes a key skill. If the problem is defined correctly, it will make finding the solution easier. Unmet needs are mostly latent or hidden needs even which the people are not aware of. In this case, there is no market and the first business meeting the needs not only creates a product but creates the whole market as in the famous quote of Henry Ford saying “If I’d ask people what they wanted, they would have said faster horses. Instead, I have given them cars.” In this example, people were aware of their transportation needs and stating their problem as speed. However, they were not aware of the available options to their transportation problem.

In addition to those, some people are visionaries dreaming and envisioning in the long-term. This type of opportunity-seeking requires to ask questions such as “How might we better design <put any field, product or service you want to improve>” and “What if”. Elon Musk (who was grown up in South Africa) is such a visionary daring to ask “Why space ships do not return back in full to Earth?” and working on this very problem for a decade. Soon after finally achieving to find an answer he asks

another question this time providing once an unimaginable solution to the transportation problem. He asks “What if we use space rockets for human transportation for any two points on Earth?” By asking this question, he is aiming to shorten the travel time in under one hour between any destinations on Earth.

Steve Jobs is another example of a visionary who was also the son of immigrants from Syria. He founded Apple on the promise of a Personal Computer where everyone can have their own computer at home. Computers were thought of as corporate machines and nobody was thinking it could be used for personal purposes. Through the leadership of Jobs, Apple has reinvented itself several times not only in computers but also in software, operating systems, graphic design, music, telephone, and in many other areas.

Stevenson’s definition describes opportunity as the starting point and states it is an endless pursuit which is a constant search. Opportunities are moving targets. There is not definite start and finish lines. So, entrepreneurship is about this search function. This is very different than execution (Yang et al., 2018).

In explaining this search behavior, management literature defines a strategic posture towards entrepreneurship which is named as Entrepreneurial Orientation (EO). EO represents the managerial priority placed on identifying and exploiting market opportunities for entrepreneurial purposes (Baker & Sinkula, 2009). EO postulates that firms or individuals with an entrepreneurial mindset identify the opportunities in the market before everyone else (proactiveness), come up with innovative solutions to seize these opportunities (innovativeness), and take on high risks (e.g. debt) to execute these initiatives (risk taking) (Miller, 1983).

Second half of the definition describes resources as two types; resources you currently control and resources you do not currently control. This is an important distinction to make. Most of the time, entrepreneurs focus on the many things that are not in control and complain about what is happening to them or the failures they have experienced. This is an outside-in perspective for seeking help for your endeavor. For example, through others’ behaviors, complaining or waiting for others are the results of such uncontrollable events. Instead, Stevenson (1983, 1985, 1990) suggests to have an inside-out perspective by first focusing on the controllable resources and working to extend the limits of controllable resources. This is what he means with the word “beyond”, reaching more resources, increasing your limits, consistently improving, failing, trying, experimenting and finally growing. So, the entrepreneur should focus on the most controllable event which is himself/herself. The mindset becomes the most important resource. It is not who has the most capital, most network, most knowledge, most experience but who has the strongest mindset and who aims for learning, growing and improving.

I call this type of search as Peaceful Inconformity. Inconformity requires one to move beyond comfort zone and perform search function. This road is full of uncertainties and disappointments. However, constant search for learning and improvement of one’s self is the reward which is expected to be the source of greater outcomes. In this pursuit, only valuable resource is the mindset. So, one needs to seek peacefulness and stay calm no matter the circumstances. This is the heart of a successful endeavor.

Besides this definition of entrepreneurship as a mindset, many scholars define it synonymously as building a small business. However, emerging startup culture makes it different than small business. Many startup founders, venture capitalists and Silicon Valley veterans agree that startup is a different

form of business where the organization is characterized by search & experimentation (Ries, 2011; Davenport, 2009) and rapid growth (Graham, 2012). Specifically, Blank (2013) states that startups are not small versions of traditional companies and further he argues traditional management practices do not apply to startups. Startups like Google, Airbnb or Dropbox play a crucial role in disrupting the existing economic structures not only by creating businesses but also by creating new markets and business models. Blank (2013) also states a business model is a search for a sustainable and profitable business. Sustainable means the means should exist in the long term whereas profitable means the business captures enough value to fulfill its mission of creating and delivering value and satisfying stakeholders.

So, this project takes a stance closer to Stevenson (1983, 1985, 1990) stating entrepreneurship as a mindset in its broadest sense and makes a distinction between small-businesses and startups. Although entrepreneurial qualities are the same for startup and small business owners, the risks and uncertainties and rewards are different. Vision plays a key role here. So, entrepreneurship education should be based on seeking opportunities instead of teaching being opportunistic. However similar both might seem; the former is based on long-term vision and experimentation aiming to build a business and the latter on short-term and unsustainable thinking based on profit-making.

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## 2. YME profile information

Five countries form a platform for YME research, UNRIT (United Kingdom, Netherlands, Romania, Italy and Turkey). In each country, there are different categories of migrants and different types of regulations. There are various agents and agencies at the national and at the local level, which regulate or assist activities related to migrants on issues ranging from legal aspects to cultural integration. Our research highlights many opportunities for new entrepreneurial activity for young migrants.

The section includes information about the current situation in each country regarding issues about migrant entrepreneurship. There are many examples of good practices on migrant entrepreneurship. Good practices also offer a good avenue for developing education programs for young migrants. Although good practices may differ in each country, they provide information for educating young migrants to become entrepreneurs and to thrive in entrepreneurial activities 1. What knowledge and skills needed for young migrant entrepreneurs? 2. Which method best suited for YME education? YME?

### Current Situation in UNRIT

#### United Kingdom

The foreign-born population nearly doubled from 2004 to 2017. The size of the foreign-born population in the UK increased from about 5.3 million in 2004 to just under 9.4 million in 2017 (see Figure 1). During the same period the number of foreign citizens increased from nearly 3 million to about 6.2 million. Although the numbers of EU migrants have increased more rapidly than non-EU migrants over the past decade, Non-EU foreign born still make up a majority of the foreign-born population. In 2017, 39% of the foreign-born population were EU born.

Although the numbers of both female and male migrants have increased over time, women constitute a small majority of the UK's migrant population. In 2017, 53% of foreign-born population were women, according to LFS data.

Looking at the distribution of foreign-born by age, including children (those aged 0-15), youth (aged 15-25), adults (aged 26-64), and retirement age (aged 65+), between 69% and 76% of those born in different countries are adults, with the lowest percentage being for EU14 foreign born and North America. More variation is observed in the percentage of those aged 65+ spanning from 1% of A8 and A2 migrants to 17% of people born in India.

Between 5 and 11% of the foreign-born populations from different countries are children, including 11% of A8 and A2, and 5% of people born in African countries. Less than 13% of migrants are youth, with the smallest percentage (5%) being for Oceania and India, and the largest percentage (13%) of those born in Other Asia and A2 countries.

Looking at the UK born, only about half of the UK born population are adults aged between 26-64, while one in every 5 UK-born residents is a child; 11% of the UK-born population are youths, while the UK-born population has the highest proportion of retirement age individuals (19%).

## Share of migrants in the population, 2004–2017

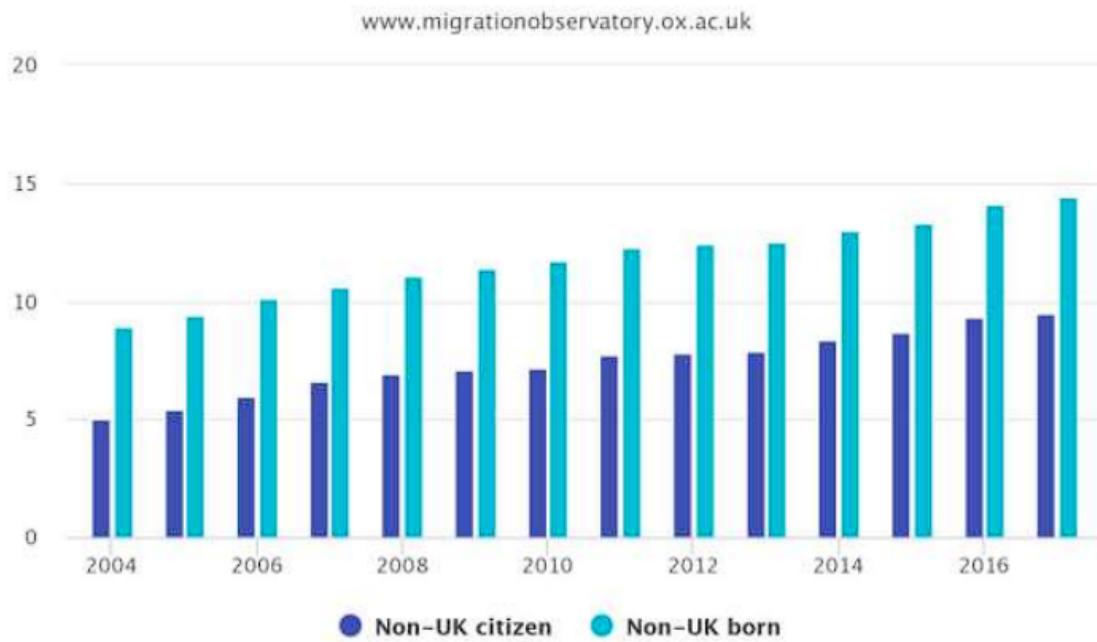


Figure 1

There is significant variation in the geographic distribution of migrants in the UK. In 2017, about half of the UK's foreign-born population (52% in total) were either in London (38%) and the South East (14%). Northern Ireland, Wales and the North East have a low share of the UK's total foreign-born population, at 7.5%, 6.3% and 6.2% respectively. In comparison, the UK-born population is more evenly distributed. In 2017, only 10% of the UK-born population lived in London.

In 2017 nearly 1.5 million foreign-born people were living in Inner London and nearly 1.9 million were living in Outer London. The smallest number of foreign-born individuals was found in the North East and Merseyside (Met County). The largest percentage increases during the 2004 and 2017 periods occurred for "Rest of Yorkshire" and Scotland. This is not surprising given the small number of migrants Rest of Yorkshire had in 2004. Between 2004 and 2017 Outer London, West Yorkshire (Met County), and Inner London, experienced the lowest percentage increase in the number of migrants (up 68, 46 and 40% respectively).

The UK population was 14.4% foreign-born and 9.5% non-British citizens in 2017. The share of foreign-born people in the UK's total population increased from 8.9% in 2004 to 14.4% in 2017 (Figure 1). During the same period, the share of foreign citizens rose from 5.0 to 9.5%.

Poland, India and Pakistan are the top three countries of birth for the foreign-born accounting respectively for 10%, 9% and 6% of the total. Poland is also the top country of citizenship of foreign citizens, accounting for 16.4% of non-UK citizens living in the UK. (For detailed information, see Appendix).



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<https://micicinitiative.iom.int/guidelines/guideline-6-communicate-effectively-migrants>

### Netherlands

In the first three quarters of 2018, 81 thousand people were added in the Netherlands. This is comparable to the population growth in the same period last year. The growth is mainly determined by foreign migration. There were registered 69.5 thousand more people from abroad at a Dutch municipality than left. In addition, more than 11 thousand more children were born than people died. This is apparent from temporary figures from Statistics Netherlands (CBS).

An important part of the annual migration movement takes place in the third quarter. The figures up to and including September already give a picture of the growth for this year. In the first three quarters of 186 thousand immigrants to the Netherlands, 4.5 thousand more than in the same period one year ago. In addition, 116.5 thousand people emigrated, 1.5 thousand more than in the first three quarters of 2017. This means that the migration balance is currently around 3 thousand higher than last year (source: 2018).

The findings 2019 Cohort study for asylum seekers and status holders provides insights on the current situation as well. As of 2017, Statistics Netherlands (CBS) monitors all asylum seekers who have entered reception centers of the Central Agency for the Reception of Asylum seekers (COA) and status holders including family reunification applicants and their following family members. The third edition of the annual report on this cohort study sheds light on the recent influx of asylum seekers at COA reception centers as well as the composition of the newest group of status holders. Furthermore, this web publication provides an up-to-date account of how the status holders have fared who have received an asylum residence permit since 2014. Figures presented here include the inflow and outflow at COA reception centers, the waiting period for an asylum residence permit, housing, civic integration, household composition, family reunification, education, work and income, health care utilization and crime. This research has been commissioned by the Dutch Ministries of Social Affairs and Employment, Justice and Security, Education, Culture and Science and Health, Welfare and Sport.

Described below are recent developments in the new influx and duration of stay of asylum seekers at COA reception centers:

- Inflow at COA reception centers down slightly in first half of 2018 – Relative to one year previously, fewer asylum seekers were taken in at COA reception centers. This includes the inflow of following family members through COA reception centers.
- More asylum seekers from safe countries – There has been a rising influx from safe countries such as Morocco and Algeria, in recent years especially. The number of Turkish nationals applying for asylum in the Netherlands saw a sharp increase as well in 2018.



- Share of following family members no longer rising – Family members joining the asylum applicant are more numerous among Syrians and Eritreans. Of the incoming Eritrean asylum seekers in 2017, a share of 59 percent was following family members.
- Asylum seekers still young – Over three-quarters of all asylum seekers are aged under 35 years at their time of arrival in the Netherlands.
- Syrian asylum seeker population showing an increasingly even age distribution – In 2016–2017 in particular, the shares of women and younger children were slightly higher than in previous years. This is largely due to a rising influx of family members from Syria in those two years.
- More Eritrean asylum seekers arriving with family members – In 2017, 60 percent of all asylum seekers travelled to the Netherlands as a family. In 2018, this share stood at 50 percent. In 2014 and 2015, relatively more asylum seekers travelled to the Netherlands by themselves.
- Fewer relocated asylum seekers at COA shelters – During the first six months of their stay, asylum seekers at COA shelters moved to a different reception center slightly more than once on average in the period 2015–2017.
- Most Syrians and Eritreans given asylum residence permit after 12 months – Of all Syrians and Eritreans who entered COA reception centers in the period 2014–2016, around 90 percent had obtained a temporary asylum residence permit after 12 months. This share ranged between 12 and 57 percent among other nationalities.
- After 3.5 years, 570 asylum seekers were still staying at COA shelters without a residence permit – Not all of these people are still awaiting a residence permit. Some remain in a reception center after being rejected to await their departure, others are pending a court ruling after an appeal. Following a rejection, applicants may file another (second or subsequent) asylum application; for instance, when their situation has changed or because new information has become available about their country of origin.
- Housing allocation faster for Syrians arriving in 2014 than for Eritreans – Twelve months after arrival at a reception center, 70 percent of the Syrians have been provided housing, against 45 percent of the Eritreans. Only after two years are the percentage shares of Syrian and Eritrean asylum applicants who have been provided housing more or less equal.
- Eritreans arriving in 2015 and 2016 remain at shelters more briefly, due to more family members – for those Eritreans who entered the Netherlands in 2015, the situation did improve: in this group, 61 percent had been provided housing after twelve months. This share stood at 79 percent for the cohort arriving in 2016. This is due to the fact that, in recent years, a considerable share of asylum seekers has been following family members.
- Afghans stay at shelters longer and depart/return more often – The initial asylum application of Afghan asylum seekers is being rejected relatively often compared to for example Syrians and Eritreans. As they often file subsequent applications for asylum, their duration of stay at the reception center is also longer than average. Also, a relatively large share of the Afghan asylum seekers has departed after twelve months.
- Barely any family members arriving after two years – Residence permits (MVs) are only issued to following family members if the application is filed by the permit holder within three months after obtaining the asylum residence permit. These MVs are valid for 90 days only. Any following family members must travel to the Netherlands within 90 days from the date of issue.

Described below are recent developments in the housing and civic integration of status holders and their following family members as well as family reunification applicants:

- Number of residence permits issued has declined – For the first time since the start of this cohort study, we see a decline in the total number of residence permits issued (as of 2017). In this study, status holders also include the following family members who have obtained a (derived) asylum residence permit.
- Top 5 nationalities has hardly changed – Syrians and Eritreans constitute the largest and second largest share of status holders respectively. Throughout these years, the top 5 has further included Afghan and Iraqi nationals.
- More following family members among Eritrean permit holders – In 2014, 27 percent of the asylum resident permits was issued to a following relative. This share has gone up to 49 percent by 2017. Among Eritreans in particular, the share of residence permits issued to following family members went up (from 4 percent in 2014 to 66 percent in the first half of 2018).
- Average waiting time for Eritreans shortest in family reunification – Syrian and Eritrean family members obtain a residence permit relatively quickly. Due to the short waiting time for family reunification, the average waiting time has been reduced. Relatively many family members are included in the most recent cohort, particularly among Eritreans.
- Status holders increasingly found in urban areas – In the 2014 cohort, 51.6 percent were living in strongly or very strongly urbanized areas after two months; this had increased to 54.3 percent after 36 months. The level of urban residents also shows a slight increase among the 2015 and 2016 cohorts.
- Increasingly few single status holders – The drop in the share of single residents among status holders is partly due to the rising influx of following family members. Another reason is that allocation of housing to single status holders poses a problem for municipalities.
- Status holders not at school age also enrolled in education – A growing number of people who obtained an asylum residence permit in 2014 are enrolled in education (40 percent in 2018). Even young people over the age of 18 who are not at school age are progressively likely to be in education as their duration of stay becomes longer.
- Higher enrolment in MBO, higher MBO levels – Many status holders who leave secondary education move on to senior secondary vocational education (MBO). As of October 2018, 33 percent of all status holders in education who received an asylum residence permit in 2014 were enrolled in MBO. Most were enrolled in MBO Level 1, although the number of status holders enrolled at Level 2 is increasing gradually.
- 30 percent of 2014 cohort have no integration requirement obligation – 14 percent of all asylum permit holders in the 2014 cohort have not yet completed the compulsory civic integration program, but have also not (yet) exceeded the maximum time frame, for example because they were given extra time to complete it. Another 1 percent of the total permit-cohort 2014 have failed to complete the program within the time constraints and therefore received a penalty
- 58 percent of the 2014 cohort have passed the civic integration exam – When merely taking into account those in the 2014 cohort with a civic integration requirement, 58 percent had passed the civic integration exam by October 2018. Almost 19 percent obtained either a waiver or exemption. A share

of 21 percent have not yet passed the exam, but have been given time to do so. Two percent have not passed the exam yet and have consequently exceeded the maximum time frame for civic integration

- Share of employed status holders rising steadily – Out of the full cohort obtaining a residence permit in 2016, a slightly larger share (7 percent) are in work compared to the cohort obtaining a residence permit in the previous year (5 percent). Likewise, the share of status holders in employment is slightly higher in the 2015 cohort compared to the 2014 cohort (4.5 percent after 18 months). In the 2014 cohort, approximately one-quarter of all status holders aged 18 to 64 years are in employment after 3.5 years. Not only do we see a steadily rising labor participation rate, but the gaps in labor participation among the nationalities have also become narrower. The majority of status holders in employment are part-time workers (81 percent) while 89 percent are on a temporary contract.
- Eritreans and Syrians same share of social assistance recipients – 18 months after having obtained the asylum residence permit in 2014, 90 percent of all 18 to 64-year-olds in these groups are on a social assistance benefit. Two years later – altogether 3.5 years after obtaining a residence permit – this share is down to 67 percent with smaller differences between the various nationalities.
- Dependency on social assistance declines slightly – After 18 months, 63 percent of the 2014 cohort were receiving their primary income from either welfare or pension. After three years, this share is down to 53 percent. In most cases, this concerns social assistance (income support). Although more and more status holders hold a (part-time) job, these jobs often provide insufficient income. As a result, this group still largely depends on welfare benefits
- Social assistance dependency highest among Eritreans – Three years after obtaining their residence permit, approximately 70 percent of Eritrean status holders are receiving welfare or pension as the main source of income while 21 percent are enrolled in education. In comparison: out of the (relatively smaller group of) Afghan status holders, approximately 42 percent are receiving social assistance benefits and 40 percent are in education after three years.
- High welfare dependency means few income differences – This is due to the fact that the overwhelming majority of status holders live on social assistance benefits, which are fixed amounts depending on the family situation.
- Health care used more frequently, among Eritreans in particular – Of all status holders in the 2014 cohort aged 18 and over and not staying in COA shelters by the end of 2015, 80 percent had health care costs; 77 percent actually consulted a GP and 23 percent merely registered with a GP. One year later, in 2016, nearly 95 percent of the status holders from the 2014 cohort had had health care costs related to visits to the GP. Health care use among Eritrean status holders saw the sharpest increase: whereas in 2015, 67 percent had GP-related health care costs, by 2016 this was 90 percent.
- Share of young people in youth care increasing – Of all young people (aged 21 or younger) who obtained a residence permit in 2014 or 2015 and who were no longer residing at a COA reception center, approximately 3.5 percent were using some form of youth care in 2016. One year later, this percentage had increased to 5 percent. This refers to care provided to young people and their parents in case of psychological, psychosocial or behavioral problems, a mental handicap or (parents') parenting problems.
- Hardly any change in share of registered crime suspects – Male status holders are (still) relatively more likely to become criminal suspects than native Dutch men or men with a western migration background, but less likely compared to men with a non-western migration background.

## România

Statisticile The official migration statistics for Romania are from 2016. There are 7 migrants at 1000 inhabitants, which is a medium value in Europe. The estimated number is 177,435 immigrants.

Because a significant segment of Romanian population emigrated in Western Europe, there is a need for workforce, so Romanian companies are employing human resources from abroad. A large proportion of the foreign employees are coming from European Union (87% of total immigrants), that put Romania on the top of this statistical category. Foreign employees are also from outside Europe, especially from Turkey, China and Vietnam.

There are refugees and asylum seekers in Romania, but for them Romania is a transit country, just a step in their way to the Western Europe. However, some of them decide to stay and take the long path of integration and obtaining a legal status.

Immigrant men represent 60% of total immigrants in Romania. In Europe, half of migrants are under 28 years, indicating that YME project was well targeted.

[The above values are from statistical report [https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Migration\\_and\\_migrant\\_population\\_statistics/ro](https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Migration_and_migrant_population_statistics/ro)].

## Italy

Italia Italy is an EU country which in recent years has experienced high levels of immigration from EU and Extra EU countries, in 2018 the percentage of immigration has been of the +12% (ISTAT). Many migrants, coming from different countries after having received their citizenship or residence permit have started companies in a variety economic sector. This tendency in Italy has grown into a widespread phenomenon which today is of fundamental importance for the Italian economic system and its growth. In the last 10 years migrant entrepreneurship has grown for a 54%, especially in the last years: 8,8% in 2017. In Italy Migrant Entrepreneurship has become fundamental for the economic system, since the Italian companies are experiencing a constant decrease, due to aftermath of the economic crisis, Therefore Migrant Entrepreneurship is key for Italy, a country which historically has based its economy on entrepreneurship and self-employment; the Migrant Enterprises generate more than 100 billion Euro a year, collaborating to the Italian GDP for the 6,9%. The expansion of Migrant Entrepreneurship points out how migration is not caused in first place by the labor offer a country offers but by a series of conditions which put in danger and do not allow migrants to develop their potential in their own countries. According to the studies of Unioncamere (the Union of the Italian Chambers of Commerce) 1 every 10 companies in Italy are run by Migrants. The countries from which the majority of migrant entrepreneurs come from are Morocco, China, Romania and Albania

### The distribution of Migrant Entrepreneurship in the Italian peninsula

Migrant entrepreneurship is very dynamic and it has come to be support of the country's economic system. The physical distribution of these activities is not uniform: the 50.9% of companies are located in northern Italy, especially in Lombardy, the rest are located in Central Italy (26,5%), especially in

Tuscany, and Southern Italy (15,4%), especially Campania. Most migrant business and activities are located in bigger cities like Milan, Rome, Turin and Naples. By locating their companies in bigger cities the entrepreneurs attract more people and clients, resulting in a more flourishing and successful business; despite this tendency one of the last studies of Unioncamere on migrant entrepreneurship has highlighted how migrant entrepreneurs are present in 95% of Italian municipalities.

### **Economic sectors and types of companies**

The companies run by migrants are active in different economic sectors, in particular commerce (1 of every 3 businesses), construction industry (23,4%) and the manufacturing sector (7,9%). Migrant Entrepreneurship is almost totally absent from the agricultural sector, even if many migrants work actively in this field (not always in legal conditions). Migrant entrepreneurs mostly run restaurants, little supermarkets, hairdressers, etc. but they have been more and more active also in the services sectors, in particular gardening.

Migrant businesses and activities are for the most part individual companies (79%) run by single families. Even if the presence of migrant entrepreneurship is very high in Italy, these companies do not, in most cases, hire Italians but are composed of migrant only work force. The majority of Migrant entrepreneurs are new entrepreneurs who for the first time have started a company with their own means.

### **The potential of migrant entrepreneurship**

As previously stated migration is not only caused by the lack of job opportunities in the countries of origin, but by a series of complex causes which lead people out of their countries. As the studies presented above have shown migrant entrepreneurship is dynamic and active in Italy. Entrepreneurship is key for migrants since it allows them to better integrate within the new society they got in contact with. Integration is not an easy task for migrants who have to deal with a variety of issues in the hosting countries. Migration has always been one of the characteristics of humanity, people in between the various centuries have constantly moved from country to country to seek better opportunities they could not find in their own. Italy has an important history of migration, especially in the 20th century, when thousands of Italians left their country to move to United States, Australia, Canada, etc. Today, based on the economic and social growth and its favorable position EU has become the place in which different migrants come to have a better life. In the last decades thousands of migrants have been received, with a peak in 2016/17 due especially to the Syrian war. Many political parties, in EU, including Italy worried about the growing percentages of immigrants have started developing campaigns based on fear and economy giving new life to nationalism. This situation, combined with the problems the economic crisis has brought, has created a difficult climate for migrants, especially in the last years. Migrants are not always easily accepted, and their process of integration is more complex than before also due to the slow work of Italian bureaucracy, which does not allow many migrants to be active in the society because of the lack of official documentation and political status.

The best way of inclusion is through work, however in Italy this has proven difficult and challenging. As the OECD report of International Migration Outlook 2012 showed most of the Migrant are overqualified for the work they actually perform, this is the same here in Italy even today. It is an



Italian phenomenon, where migrants set up micro and start-up companies, especially in sectors where the Italian workforce is not willing to work anymore, for example the agricultural sector, building sector and service to the old people. Even through the crisis year the creation of new start-ups leads and created by Migrant in Italy has risen and we are at the moment around 800.000 companies Italy wide. This confirms a good socio-cultural inclusion and shows the capacity of migrants to be independent provider of wealth and contribute actively in the society.

### **What does a migrant entrepreneur need to start up a company?**

Migrants from Extra EU countries who want to open their business need different requirements to do so; first thing they have to be granted a residence permit in Italy. This residence permit must be converted from its original purpose into the one for self-employment. This conversion is necessary to open a business or company and is based on some requirements:

- Availability of the financial resources required for the type of business he/she wants to open;
- Have the requirements needed by the Italian Law, including the requirements needed to apply for professional registers.
- Have an official statement by the competent office which states that the person has the requirements to start a company (this declaration has to be requested 3 months before)
- Have the license needed to open a particular business
- Availability of a proper accommodation
- Have annual incomes (coming from legit activities) which surpass the minimum considered by the Italian Law: in 2019 of Euro 8.500,00.

The financial resources needed can be also guaranteed by a third party through all the official documentation needed. The Italian government allows for each year a quote of residence permits which can be converted for self-employment reasons. For the year 2019 the established quote is of 700 conversions.

### **Factors which promote or make difficult migrant entrepreneurship in Italy**

Entrepreneurship in Italy is not easy. The aftermath of the world economic crisis still affects deeply the entrepreneurship leading to a difficult situation especially for Italian entrepreneurship. The data collected by different research institutes highlights how despite the difficulties migrant entrepreneurship is not affected as much by the aftermath of the economic crisis, and on the contrary migrant entrepreneurship has effectively come to be a strong reality of the Italian economic system. According to the latest studies of Censis, the enterprises started and owned by migrants are 15% on the total present. Whilst the Italian enterprises have diminished for a 12,2% the migrant ones have grown for a 31,7% (from 2010 to 2018). The entrepreneurs coming from extra EU are the 81%. The most impressive data is the age of this entrepreneurs: the ones below 50 years of age are the 71,6%. Young migrant entrepreneurship is an important reality in Italy. The factors which have promoted this growth are many:

- Predisposition of particular ethnic groups to entrepreneurship (for example citizens coming from the middle and far east)
- Presence of a strong social and familiar network, which facilitates and stimulates the creation of new working activities.
- Openness to learning, in particular vocational learning of migrant's creativity.

The factors which stimulates entrepreneurship are many; entrepreneurship is considered by migrants as an effective way to integrate in the society and a strategy of job creation since many migrants do not easily enter in the Italian working system due to a variety of causes, both social and economic. Migrants have a strong sense for entrepreneurship, which is perceived as a way to gain autonomy, gratification, valorize the competences and knowledge possessed and reinforce their economic status. Of course, these characteristics are not exclusive of migrants, entrepreneurs in general have this predisposition but in Italy it seems to be more accentuated in people with a migrant background, also for different social and psychological reasons. Migrants, especially those coming from extra EU countries and with a background of illegal migration, have had an important background which has led them for one reason or another to move from their original country. The general idea of migrants in many countries today is that of poor people, usually with no qualification escaping from war, torture, etc. This can be real for many cases but not for all of them. Migrants are for the majority forced to leave their countries even if they had an economic and familiar stability; many of them had already started their enterprises and have a qualification. Arriving in a foreign country, which have more and more a nationalistic sense is not easy and with entrepreneurship they can prove their value, knowledge and competences. Entering in the labor market as migrant entrepreneur is harder than for native entrepreneurs. They have to face more difficulties and a sort of “suspect” which can escalate sometimes to real acts of discrimination. But entrepreneurship is anyways the best choice for them since subordinate work is more difficult, not only because of the legal status but also due to other factors, in particular the non-recognition of their original qualification by the hosting country and the low working conditions present.

The reasons which accentuates entrepreneurship spirit in migrant people are many, but there are also factors which on the contrary discourages entrepreneurship. In Italy the most important factors are the complexity of the bureaucracy system, considered one of the last in the EU. When starting a new enterprise, the documentation and time needed are enormous, entrepreneurs have to move from office to office to get what they need to start a legal company compliant with the law. This process which takes months sometimes discourages entrepreneurs. Another important problem is the lack of governmental policies promoting entrepreneurship; in Italy these policies are not sufficient and cause the enterprises to pay lots of taxes to the country, leading in many cases to the closing of many enterprises which cannot bear this burden.

Despite the constant growth of migrant entrepreneurship some phenomenon are worth of attention. Even if entrepreneurship in migrant communities promotes inclusion, this pathway is not easy for many, especially because of the lack of knowledge of the national language. According to the same study of Censis stated above, the 12% percent of migrant entrepreneurs struggles with Italian and the 24% only knows the basics of the language. This problem can be addressed to 2 principal causes:

The lack of language courses provided to migrants, especially in the first months from their arrival. After migrants' request for asylum is accepted in the first instance these are hosted in particular structures designated for this purpose. The structures are managed by different organizations for profit and for non-profit which have to provide language courses and courses for vocational education. The lack of resources leads to a reduction of these and therefore to the lack of competences in Italian; Relationship of migrants only within their ethnic group. Many migrants do not have many relationships outside their ethnic groups, and this leads to the use of their mother tongue only. This is common to all migrant groups and also to entrepreneurs. The study highlights how the 45% of them



has relationship only within their ethnic group.

Entrepreneurship can lead to a better inclusion, especially on the economic level but not necessarily on the social one.

## Turkey

Turcia Turkey currently hosts both a mass-influx refugee population from neighboring Syria and a surging number of individually arriving asylum seekers of other nationalities, most principally originating from Iraq, Afghanistan, Iran and Somalia, among other. These two populations of protection seekers are subject to two different sets of asylum rules and procedures. As such, the Turkish asylum system has a dual structure.

In April 2013 Turkey adopted a comprehensive, EU-inspired new Law on Foreigners and International Protection (LFIP), which establishes a dedicated legal framework for asylum in Turkey and affirms Turkey's obligations towards all persons in need of international protection, regardless of country of origin, at the level of binding domestic law. The new Law also created a brand new, civilian Directorate General of Migration Management (DGMM) mandated to take charge of migration and asylum. This new agency is currently still in the process of establishing full operational command on the asylum case load and building a full-fledged new asylum system from scratch. Turkey implements a "temporary protection" regime for refugees from Syria, which grants beneficiaries right to legal stay as well as some level of access to basic rights and services. The "temporary protection" status is acquired on prima facie, group-basis, to Syrian nationals and Stateless Palestinians originating from Syria. DGMM is the responsible authority for the registration and status decisions within the scope of the "temporary protection" regime, which is based on Article 91 of the LFIP and the Temporary Protection Regulation (TPR) of 22 October 2014. On the other hand, asylum seekers from other countries of origin are expected to apply for an individual "international protection" status under LFIP and are subject to a status determination procedure conducted by the DGMM. That said, the Provincial DGMM Directorates have only recently become fully operational and so far, delivered only a small number of procedure and status decisions on "international protection" applicants. While DGMM is still in the process of establishing the new national asylum procedure on the basis of LFIP, UNHCR assumes a key role in Turkey as a 'complementary' protection actor, and continues to undertake refugee status determination (RSD) activities of their own grounded in UNHCR's Mandate and make resettlement referrals - 'in tandem' with the new Government "international protection" procedure. That said, UNHCR Mandate RSD decisions do not have any direct binding effect under LFIP, which firmly establishes DGMM as the sole decision maker in asylum applications.

Turkey's experience with its open-door policy, happened to be the country of hosting the highest number of refugees in the world and has created a living space for millions of Syrians. War in Syria has produced more refugees than any other conflict of the past two decades: around 4.6 million have fled the country, with an additional 7.6 million internally displaced. Over 3,5 million Syrians (Figure 1) have found refuge in Turkey, making it the largest refugee-hosting country worldwide.

Turkey continues to lead the Syria refugee crisis response; The Temporary Protection Regulation provides Syrians in Turkey with access to education, health care and the labor market. Since it was

launched countrywide in November 2016, the EU-funded Emergency Social Safety Net (ESSN) - or the Social Cohesion Program as its title translates in Turkish - implemented in cooperation with the Ministry of Family and Social Policies (MoFSP), Disasters and Emergency Management Presidency (AFAD), Directorate General of Citizenship and Population Affairs (DGCPA), and Directorate General of Migration Management (DGMM), seeks to address basic needs among over one million refugees across the country through the provision of multi-purpose, unrestricted cash. As of June 2019, over 3.5 million Syrians were registered in Turkey, out of whom 3 per cent were hosted in refugee camps, and 97 per cent were residing in urban, peri-urban and rural areas.

While Turkey has been generous in providing emergency care for Syrian refugees since 2011, it now faces the issues of providing them with certain rights and opportunities that will facilitate their integration into the broader communities. Although Turkey has not granted Syrians official refugee status, in January 2016, the Regulation on the Work Permit of Foreigners Under Temporary Protection took effect. This regulation allows Syrians to apply to the Labor Ministry for work permits six months after their registration. Syrian refugees are now able to obtain a work permit and gain access to the vocational education and training system. By earning a living or acquiring a professional qualification, refugees have the opportunity to become active members of the Turkish economy rather than continuing to receive aid. With the swift growth in the Syrian population in Turkey, TSCs turned inadequate. Some of the Syrians stayed with their relatives in Turkey at the very beginning of the war. However, as the war was prolonged, Syrians started to spread all across Turkey. As Figure 4 shows, Syrians mostly live in cities near the Syrian border and the large cities in other regions like Istanbul, Konya, İzmir and Bursa.

## Good practices related to YME education

### United Kingdom

#### First Steps In Social Enterprise

First Steps in Social Enterprise is an Olmec Program delivered in partnership with Metropolitan Migration Foundation RBS, City Bridge Trust and the Young Foundation.

This program focuses on meeting the needs of migrants at a time when their numbers have risen to form a substantial section within our local communities. Today, one in three persons living in London is a migrant, whilst migrants comprise 15% of Nottingham's population. Secondly, the program involves RSLs (Registered Social Landlords) on several levels at a time of revolution in the engagement of RSLs with social enterprise. At a national scale, the Green Light project<sup>1</sup>, supported by over 100 housing associations, is investigating the scope of sustainable social enterprise development by housing associations. In particular, it aims to identify sustainable employment opportunities for young people and RSL residents. At the same time, HACT (the Housing Associations' Charitable Trust) is working with key financial social enterprises to pilot a microfinance program in the housing sector. At a local level, there are many examples of RSLs not just developing social enterprises but also contracting and partnering with them in order to achieve their own social objectives.

First Steps in Social Enterprise (FSISE) is an Olmec program of training and support for aspiring social entrepreneurs from migrant led backgrounds. Phase 1 and 3 of the program was commissioned by Metropolitan Migration Foundation to build the capacity of migrant-run pre-start and early-start up social enterprises to the point where they are able to test-trade in order to prove or disprove their business model, in advance of full start-up. Phase 3 of the program was funded through the RBS Inspiring Enterprise program within kind support from Metropolitan. Metropolitan Migration Foundation commissioned the Young Foundation to deliver the CLIMB program, an intensive support program for social ventures. The two programs were delivered together in partnership with Metropolitan (Housing). The programs enjoyed relationships with key departments within the housing association, including community regeneration, procurement and communications departments. The stakeholders shared information and promoted the program as a whole and encouraged cross referral between the providers. The First Steps in Social Enterprise program proved highly successful in both recruiting 31 migrant led social enterprises with potentially viable business propositions and enabling 17 of them to reach the point of test-trading. This was far in excess of its original target of 3 to 5 test traders.

The project has 2 key aims: to develop the capacity of migrant communities and skills of individuals to run viable social enterprises and to facilitate access for those enterprises to markets in a way which benefits the migrant communities living in Metropolitan Housing stock. Central to the project was the need to raise awareness of social enterprise among migrant communities, particularly those living in Metropolitan housing stock, among Metropolitan Housing staff and among other stakeholders from the migrant, refugee and the wider BAMER sector. First Steps in Social Enterprise clients are all at a pre-start or new start phase of developing their social enterprises. Pre-starts have noticed a local social need and identified the kind of service that might respond to it in an innovative way. Many come

along with little more than the idea. Others have excelled in a particular trade or profession or have developed skills which they want to use for community benefit. A typical profile of a new start joiner to the program is of a social enterprise newly registered as a CIC or IPS, or as a sole trader wanting to develop a social dimension to their business and to register. Often these social entrepreneurs are balancing an existing job with the demands of establishing a new enterprise. They seek product development, and an investment to take them to the next stage. A central requirement of the program is to put in place a robust capacity building process to enable those that have access to a market to test-trade, to develop embedded business planning working practice and to identify the next steps of enterprise development.

#### *Sources:*

A Report on the First Steps in Social Enterprise Program by Olmec Authors; John Mayford and Brian Millington Contributors: Sam Obeng, Malcolm Sheppard, Mei Hui and Bruce Wood. And further details on the program can found at <http://olmec-ec.org.uk>

#### **Youth Business International (YBI)**

YBI support underserved young entrepreneurs (18 – 35 years) to start, grow and sustain their businesses - enabling them to create jobs, build communities and transform lives. Regardless of where they work, their focus is on young people with a viable business idea but without access to the support structures they need to set up and run businesses. YBI partners with companies, governments, international development agencies, charitable foundations and individuals, to grow and nurture an effective and sustainable network that creates impact for underserved young entrepreneurs on a global scale. YBI brings together members and partners with aligned goals to create change for young entrepreneurs at speed and at scale. They do this by drawing on the unique ability of the network to learn, innovate and share the diverse expertise and knowledge that make their members effective individually and powerful collectively.

<https://www.youthbusiness.org/>

#### **Migrants Empowerment for Change (Me4Change)**

The ME4Change project creates, improves and provide wider dissemination of support schemes for young migrant entrepreneurs, in particular those newly arriving to the EU, i.e. young migrants (18-34) legally-staying in EU and hosting countries for at least over a year, to help them becoming self-employed and building a successful enterprise (profit- generating or with social objectives). It brings together organizations from different countries where migration is having a peak and to develop together innovative solutions for migrants' inclusion, in particular for the youth (a key segment will be represented by female entrepreneurs) willing to start a business / boost the growth of their start-ups. This is done by mixing together different experiences stemming from the different participant countries: on one side those already running successful integration of migrants into the economic and social life (Belgium, Germany); on the other side, countries where the capacity to build on the expertise and skills of young migrants is still a challenge mainly due to migration flow peak or to delay in policy making (Italy, Finland). By mapping & sharing local as well as EU best practices, the ME4Change project will be a game-changer in all the Consortium countries, creating a success case to be replicated at EU level. The scope is to create a vital eco- system where young migrants can exploit

their opportunities, grow and build business skills to improve as entrepreneurs. This is achieved by the provision of a powerful, multidimensional training program, including an innovative mentoring scheme offering the young migrant the opportunity of a short "on-the-job" training by the mentor (an experienced migrant entrepreneur) premises. As part of the mentoring scheme, the young migrant entrepreneurs will have the chance to pitch in front of investors and relevant stakeholders during ad-hoc pitching events, which will have a transnational character.

The general objective is to develop a training & mentorship program to stimulate, enhance and empower young migrants' entrepreneurship, increasing their opportunity to be fully included in the society. Specific objectives:

- identify the success factors, the challenges, obstacles preventing young migrants from starting a business;
- boost networking both within the Consortium and the entire eco-system by linking the Consortium to other successful Consortia selected by the call;
- to engage & recruit migrants by setting out a specific awareness raising plan and specific tactical actions;
- to create a smooth, innovative and effective training and mentoring program for the recruited young migrants;
- to engage experienced mentors at local, regional and national level for providing ad-hoc mentoring and prepare the young migrants to pitching events as part of the lessons learnt.

Source: <https://ec.europa.eu/docsroom/documents/24461>

### **Fresh Start**

Fresh Start brings together both migrant and entrepreneurship communities to deliver a support program for migrant entrepreneurs and to create a community-based approach where all can learn from each other. Fresh Start will be working with organizations that are supporting young migrants to build a connected support system for enabling entrepreneurship in the host region. The program of activities will support migrants who have an idea they want to turn into a business and migrants who have an entrepreneurial background or have already started their business and need support to grow and develop their company. The program has been designed to build on the core strengths of the 3 University partners and provide multidimensional support to migrant entrepreneurs in London, Limburg and Maastricht.

The main objective of Fresh Start is to develop and deliver a program to support 120 young migrant entrepreneurs across 3 EU states - United Kingdom, the Netherlands and Belgium – allowing them to acquire the necessary competences and abilities for an entrepreneurial future.

The project wants to go beyond 'just' the simple provision of support. It aims to develop and pilot a replicable and scalable platform for an ecosystem of support services to empower and enable young migrants to nurture their entrepreneurial spirit. Fresh Start will provide access to local knowledge, networks and business and finance support to assist young migrants to navigate the system in the host country and to support them to start-up enterprises. It will offer support across the three dimensions

identified as best practice: \* Competencies and skills division – through the delivery of individual and group business support, legal advice etc. \* Provision of social capital – through mentoring and networking events. \* Tangible needs – through access to affordable/free workspace and links to the wider business support community but also access to finance services.

Sources: <https://ec.europa.eu/docsroom/documents/24461>  
[www.freshstart4eu.com/#](http://www.freshstart4eu.com/#)!

In addition to the Projects detailed above aimed specifically at Young Migrants there are a wide range of services for Young Entrepreneurs generally as detailed below: Start Ups UK

The Prince's Trust At 21 years old, The Prince's Trust scheme has come of age itself. It provides financial assistance and business support throughout the UK (with the exception of Scotland which has its own scheme) and focuses on young people who have struggled at school, have been in care, are long-term unemployed or have been in trouble with the law.

The cash on offer comes in the form of startup loans of up to £5,000 at 3% per annum and as part of the deal you also receive assistance from a business mentor. To apply, approach your local area office where you'll be expected to prepare a business plan to pitch for the money. Those aged 18-30 years old can apply for the Business Program.

Shell LiveWIRE Since 1982 Shell LiveWIRE has helped encourage enterprise amongst those aged between 16-30 by offering year-round help and advice. The range of business publications and training packs covers all the topics budding entrepreneurs need to know, from managing people to marketing and HR.

In addition, there are over 100 coordinators nationwide who can provide one-to-one advice on starting up. While not providing loans or grants Shell LiveWire also runs an award scheme where entrepreneurs compete for the £10,000 prize and the title of young businessperson of the year. [www.shell-livewire.org](http://www.shell-livewire.org)

The Big Small Business Initiative It's easy to overlook the BSBI but this non-profit making partnership offers small businesses in the UK good advice, support and information from a variety of sources including HM Customs & Excise, Inland Revenue and the Patent Office.

It requires membership, but by doing so you'll gain access to free business seminars and advice days, free consultation, help with accounting and assistance on a whole host of topics. [www.bsbi.co.uk](http://www.bsbi.co.uk)

Business Link It's likely you've heard of Business Link without knowing exactly what it does or how it helps young entrepreneurs like you. Managed by the Small Business Service – a government agency created to champion the cause of small businesses – this national network of agencies offers advice, information and resources to help you on your way to success.

For many of today's successful entrepreneurs it was their first port of call and, though you will be expected to contribute something to the cost of the service you receive, you'll get access to expert knowledge on all kinds of issues from e-commerce to exporting. [www.businesslink.org](http://www.businesslink.org)

National Business Register One of the key issues you'll likely to have to tackle when starting up a new business is coming up with a name for your venture not already in use, registering it and any



associated logos, trademarks and websites.

It's a complicated process but the National Business Register can be a big help as it can offer everything under one roof and only charges for the cost of registration itself. In addition, it will also help you set up all types of UK and offshore companies quickly, efficiently and hassle-free. [www.anewbusiness.co.uk](http://www.anewbusiness.co.uk)

Young Enterprise UK Founded in 1963, Young Enterprise runs a range of business education programs for over 150,000 youngsters every year.

Participants get first-hand experience in running a company through Young Enterprise's partnership with over 2,000 businesses across the UK. The organization aims to improve entrepreneurial skills at an early age, giving young people a valuable introduction to the business world.

Although most of Young Enterprise's schemes are run in schools, the organization also has a Graduate Program and runs programs for those aged under 25 in custodial institutions.

Run by an army of 11,500 volunteers, Young Enterprise relies on the business community and the government for support. [www.young-enterprise.org.uk](http://www.young-enterprise.org.uk)

Launchpad London-based enterprise group offering free support and counselling to young people. Launchpad aims to help young people discover and develop their enterprising talents and holds free workshops and events; in addition to it free one-to-one counselling services.

Anyone aged 14-30 is welcome, whether they've already got a business idea or not. [www.businesslaunchpad.org](http://www.businesslaunchpad.org)

### **Expert views on best practices about YME Education**

Overseas immigrants and Scottish returnee emigrants are nearly twice as likely to be actively trying to start a business or run their own business, compared with Scottish non-migrants. This is also the case for Scottish and RUK in-migrants who are 24% and 67% more likely to be involved in early-stage entrepreneurial activity.

Overall, migration is associated with skilled, ambitious individuals who are more likely to spot business opportunities and start new promising ventures. So you have to make sure that the provision is different.

Migrant entrepreneurs can bridge international boundaries while facing numerous complexities including different business contexts, borders and transnational identities and characteristics (Brinkerhoff 2016), and at the same time are able to utilize their entrepreneurial resources gained through internationalization processes (Brinkerhoff 2009; Terjesen and Elam 2009). As part of their resource endowment, entrepreneurs can utilize human capital, which refers to the characteristics, skills, competences and education that are individual endowments, as well as social capital, which refers to the nature of social relations and how they can be drawn upon for individual benefit (Williams et al. 2017). Human capital and access to networks which generate social capital are important for indigenous entrepreneurs as well as migrants (Bagwell 2015).



The key constructs of human and social capital will have an impact on not only indigenous entrepreneurs, but also crucially for migrant entrepreneurs (Bagwell 2015), including those who are forced to migrate. Human capital consists of characteristics, skills, competences, education etc. that are inextricably tied up with the individual and that have a positive impact on him/her (Becker 1975).

Qualities you need as a young migrant entrepreneur should be:

- Creativity skills: Creativity skills is the ability to see things differently and to provide solutions where there are gaps. To build your creativity skills, intentionally try something new. Do something that others won't do.
- Learn by Doing: "You don't learn to walk by following rules. You learn by doing, and by falling over." - Richard Branson. There is nothing like real-world experience. Whether you run a business on the side or full-time, you get the opportunity to grow your skills such as business planning, negotiation, sales and marketing
- Build perseverance, create a goal or challenge that is meaningful and don't give yourself the to quit
- Understanding basic finance is essential in running your own company
- Communications skills
- Raise funding
- Networking skills
- Preparation and Organization Skills
- Language skills.

One suggestion is two-tier teaching for migrant entrepreneurs:

- 1) a course for beginners that targets migrants thinking about opening a business, and
- 2) those who already have a specific idea in mind and those that have previous experience with running their own business, but that for various reasons are not in entrepreneurship now.

The business training for beginners includes four modules. To achieve a balance between information provided and applying it in real life, each module in the beginner's course lasts about four weeks. The four modules could be: - business environment (local/national/European/international); - how to set up a business; - day-to-day functioning of the business, and - growth strategy.

The second course should be an advanced course for migrants who own a business but would like to develop it further. The advanced course offers the first and the last module of the beginner's course, but participants may voluntarily participate in sessions of the other two modules. The fact that the advanced course participants may not have too much availability given their work commitments is considered, therefore, the modules for the advanced course are spread across eight weeks each.

The overarching topics are how to best mobilize one's personal resources (such as skills, knowledge or savings) and elevate financial literacy together with information on various forms of financial aid. Given the usage of practical exercises and assignments to be developed at home, the participants obtain and develop their managerial skills. Through practical exercises, participants should be also taught how to cope with stressful situations.

SMEs could play an important role, either its entrepreneur shadowing or an apprenticeship: Apprenticeships for would-be entrepreneurs is a simple method to get young migrants equipped for entrepreneurship. Many workers in new migrant businesses use their employment to acquire the experience and skills necessary to set up businesses for themselves. Local studies reviewed highlighted unacknowledged human capital within many businesses. Workers were often augmenting their formal qualifications with the concrete experience of helping to run a small enterprise. The goal for many was to strike out on their own once they had secured the necessary skills, experience and resources.

Business networks could also be a good educator: To integrate immigrant enterprise networks with public and private business support programs. Immigrant entrepreneurs engage with networks of fellow migrants and ethnic minorities, these networks are themselves not well integrated with the publicly funded support available in the Scottish entrepreneurial ecosystem. Further, immigrant entrepreneurs are also found to be unaware of the available enterprise support, or reluctant to engage with it, due to misgivings based on negative past experiences or unfortunate misperceptions. Thus, the early-stage entrepreneurial vibrancy does not end in established businesses and export potential is not optimized.

It's important if we educate young migrant entrepreneurs that we include:

- Existing experience with minority ethnic and young migrants
- Promoting positive images of asylum-seeker and refugee pupils
- Establishing clear indicators of successful integration
- An ethos of inclusion and the celebration of diversity

### **The Entrepreneurship 2020 Action Plan & Entrepreneurship Education:**

A Guide for Educators', aims to foster the provision and assessment of key competences, incl. basic skills & transversal skills particularly entrepreneurship, languages & digital skills.

The training should be divided into (four) modules.

- 1) In the first module, participants receive introductory information about the business environment in general, in the host country and in each sector, such as laws, regulations, license requirements, business etiquette, or among other differences between various cultures.
- 2) The second part should focus on developing a viable business idea to set up a business, this requires more practical information regarding specific business sectors (those that are relevant to participants), it goes over the necessities required to open a business (licenses, permits, registration), necessary funding, marketing, etc.
- 3) The third module revolves around the everyday workings of a business, such as taxation, restocking of shelves (if relevant), purchasing supplies, closing the till, health and safety regulations and others.
- 4) The last section focuses on developing the business further including the development of additional skills (such as comprehensive advertisement strategies) and growth strategies.

## Netherlands

Just like many other European countries, there is no national education strategy in the Netherlands when it comes to entrepreneurial skills teaching. This may be surprising, because the Dutch are famous of their research and development, innovation and entrepreneurial spirit. It seems that this entrepreneurial spirit is already pretty embedded in the Dutch culture. What requirements need to be met to start a business in the Netherlands are supported by special agencies such as the Kamer van Koophandel (Chambers of Commerce), Dutch Centers of Entrepreneurship (DutchCE) and support systems for start-ups related to (un)employment, connected to the Dutch Welfare to Work system (through providers such as Werkplein (Work Plaza), UWV (Social Security Jobcenters) and municipalities (provider for the benefit, also for starting-up a 'One-man-business')...

(Source: <http://transnationalbusinessgroups.eu/tbg/wp-content/uploads/2016/11/English-02-A1-Dutch-Education-and-Entrepreneurship.pdf> )

### Entrepreneurship Module

In recent years the Dutch government developed a variety of initiatives together with employers' and employees' organizations to help bring entrepreneurship into education. One of these initiatives was the Entrepreneurship Module eligible for Certification in upper secondary vocational education. The initiative was part of the Dutch National Action Plan 2011-2013 and based on the first three years of operation. The Centre of Expertise on Vocational Education, Training and the Labor Market for the Trade Sector (KCH) developed the module together with stakeholders. The module focuses on enabling students to become self-employed or a freelancer and develops an entrepreneurial mindset. The objectives of the Entrepreneurship Module eligible for Certification are to support VET students (so also VET migrant students) in all sectors in gaining the necessary competences to become self-employed and developing an entrepreneurial mindset to become more employable. The Entrepreneurship Module is given in educational institutions which provide upper secondary vocational education.

The module supports the development of seven competencies that bring about attributes such as individual responsibility, innovative abilities, effective work, social skills and a commercial mindset. The Entrepreneurship Module consists of seven work processes. These processes describe the basic entrepreneurship package that an independent starting entrepreneur – usually without staff – will need in order to get his/her business up and running. The first three work processes are related to drafting a business plan and the entrepreneur's initial steps to actually start the business. The rest of the processes deal with maintaining and developing the business once it has started. The Entrepreneurship Module covers the following processes:

- Determining what the business will look like in the future
- Shaping the form of the business
- Regulating the financial aspects of starting a business
- Monitoring the financial position of the business
- Positioning and/or innovating the business

- Purchases products and/or services for the business
- Acquiring orders/clients, drafting quotations and/or negotiations During these processes, it is vital for the entrepreneur to have a 'grip' on the business: controlling the figures, staying in contact with buyers and clients, and always thinking about how to improve the business.

*Source:* Further information in Dutch: Website: <http://www.ce-ondernemerschap.nl/docenten/ce-ondernemerschap-international/toolkit-en>

### **Pilot Eigen Baas (Own Boss)**

Rotterdam is collaborating with Qredits Microfinance and Vluchtelingenwerk on the pilot "Eigen Baas" Migrantenschool. The main objective is encouraging migrants - not just status holders - with an entrepreneurial background to start their own business in the Netherlands. With the help of the "EigenBaas" Migrant Program, they learn during training what exactly a good business plan entails and ultimately pitch their business idea for banks, coaches, entrepreneurs and Qredits Microfinance Netherlands. In addition, the program emphasizes the effective use of market research, strength-weakness analysis, social media and financing.

### **Startups without borders**

Startups without borders connects the most ambitious refugee and migrant entrepreneurs with resources to grow their business, while providing investors with an entry-point to under- the-radar start-ups with disruptive potential. Start-ups without borders offers support, training and connections to migrant and refugee entrepreneurs to build their business.

### **Migrant INC**

Its mission is supporting status holders with an entrepreneurial ambition in creating and realizing a company. Migrant INC contributes to the independence of status holders by allowing those who want and can participate as entrepreneurs in and contribute to Dutch society. In this way Migrant INC also wants to contribute to a positive image of refugees.

### **Execution Process**

#### **Step 1 (Business idea)**

Migrant INC recruits' candidates, including via the municipality of The Hague, VluchtelingenWerk Nederland, via events and from its own network. The candidates have an idea and the ambition to start a business.

#### **Step 2 (Conversation & 1st selection)**

Migrant INC makes agreements for an intake interview. The selection of candidates is based on a point system. All candidates are coordinated with the municipality of The Hague.

#### **Step 3 (Training, 2nd selection)**

Candidates are invited for a Business Model Canvas Training. After this training, a 2nd selection follows, based inter alia on entrepreneurial characteristics and motivation. The selected candidates are linked to mentors. The mentors are also offered training (introduction and cross cultural).

#### **Step 4 (Own boss)**

Training program Eigen Baas, a 10-week training course developed by Qredits and made suitable for status holders by Migrant INC. The training is offered in Dutch (with an online possibility in English).

#### **Step 5 (Business plan)**

The writing of the business plan is supervised by the mentors, with attention to legislation, a market survey, business space, financing options, tax and administration, legal form, etc.

#### **Step 6 (Possible Lenders)**

Supporting the aspiring entrepreneurs in the investment planning by Migrant INC, with attention to various sources of financing and provisions (including BBZ, Crowdfunding, equity, Fonds1818, etc.).

#### **Step 7 (Starting your own company)**

Attention for the continuation of support and guidance, as well as for the optimization of activities.

#### **DELITELABS**

O A pre-start-up school called DELITELABS in Amsterdam has launched a program for refugees in the Netherlands. It is the first of its kind and is currently looking to recruit entrepreneurial lecturers on a pro-bono basis to teach a group of refugee's skills to open their own businesses. DELITELABS is a non-profit organization that provides refugees, locals and recent migrants entrepreneurial support through training education, mentoring and incubating promising start-ups.

Some expert comments on the programs:

Too little is happening to break down barriers that the status holder encounters on his route to get out of assistance. In addition, in many cases there is a mismatch between the demand from status holders and the supply in support for their entrepreneurship.

The factors for success are difficult to organize. Customization is necessary. Supporting initiatives with less emphasis on elaborated business plans, and more emphasis on doing things immediately - the so-called "lean startups" - fit in better with the energy and motivations of starting entrepreneurs. This applies less to the participation programs that are often offered by municipalities, where there is often a fairly well-defined program that is less focused on the individual questions and needs of the status holder. Real profit can therefore be achieved if there is more cooperation between municipalities and lean startups; this is how they come to good matches.

A diverse network, consisting of willing supporters and one or more sponsors, is almost always crucial in declaring success. For example, several companies of status holders were dependent on a loan from a Dutch acquaintance for their starting capital. Focusing on expanding this network is therefore of great importance. It would also help starting entrepreneurs if municipalities deal more flexibly with refugees who start their own business based on assistance. Financial out-of-the-box solutions, such as part-time entrepreneurship or a small gift, can make a big difference in the start-up phase.'

Some research findings about the possible causes of barriers and of the mismatch between demand from status holders and supply in the support direction entrepreneurship are listed below.

- Familiarity with support does not form a barrier.
- The research shows that support initiatives are sufficiently known are with enterprising status holders. The same applies to financing options.
- Success factors are difficult to organize
- Success stories are explained from "entrepreneurial skills"; a combination of motivation, experience, character, talent and competences. That makes success difficult predictable and a generic approach difficult to implement.
- Building a network and one or more sponsors is essential
- The common thread in declaring success is, besides having "entrepreneurial skills" of a network that guides the starting entrepreneur. Within that network having one or a few sponsors an important explanation of the success. All initiatives that contribute to building or expanding the network, therefore have their value.
- Customization is necessary but often missing
- The target group of status holders with a business need is heterogeneous. Because of this the wishes to become an entrepreneur are also always different and his support needs diverse. This diverse target group therefore requires customization and flexibility in the support towards entrepreneurship, whereby the needs and possibilities of the status holder are central.
- Despite the fact that most initiatives indicate that customization is important, a large part of the support has a generic or classroom character. That brings a number of disadvantages, namely that part of the support has little practical use or that topics relevant to a specific entrepreneur are not affected.
- An advantage is that the status holder builds a network that is often crucial to it the success of a company, learns about the Dutch system and regulations and improve his Dutch.
- The match between supply and demand is often supply-oriented
- Generally, the offer of the initiator is assumed; this one has a certain number of participants needed to start an initiative. Every initiative has its own admission criteria. The question of the starting entrepreneur is not leading for whom they will provide guidance.
- There is no coherence in the range of support. As diverse as the target group is, the range of support for the target audience. Because of the way in which the support offer is financed, it is focus more profitably on their own unique approach and it is necessary to have success stories. That hinders the cooperation between initiatives, while those can often complement each other well. Initiatives from 'regular' entrepreneurial platforms could also be a welcome addition, also in view of the need Sponsors from the business world. However, there are few initiatives from these platforms.
- Municipalities do not have a clear approach and target group approach. In almost all cases, the municipality has a key role in the start-up (consideration phase) and phase of choices) of a new company from the assistance<sup>19</sup>.
- Municipalities are for status holders a first point of contact and essential gatekeeper for different support options for status holders from their social assistance position. The way on which a municipality fulfils its role as gatekeeper has a major influence on the chance of success of a status



holder as an entrepreneur.

- It depends on the location of the status holder whether and how easily he can access support and which support this then. The one municipality is also considerably 'more convenient' to use from the Bbz than the other. In general, however, the application of the Bbz turns out to be complicated.
- Enterprising initiatives are more in line with ambition and drive entrepreneurs
- The lean start-ups fit better with the energy and drive of starting entrepreneurs than the participation processes. Many initiatives see the municipality as a blockade for its entrepreneurship of the status holder because, after completion of the process, approval of a business plan is required by the municipality to be admitted to a Bbz regulation. For status holders, it applies to the system world of the municipality is complicated and distracted from their desire to start as an entrepreneur. Because of this difference in starting point, communication between initiatives and municipalities sometimes becomes us-they story, which can stand in the way of good cooperation.

### Expert views on best practices about YME Education

Recommendations at a glance:

- Pay more attention to the intake to make a good match
- Sharing information
- Identify initiatives
- Invest in better cooperation between the municipality and initiatives
- Organize a chain approach in support of entrepreneurial status holders
- Work on (financial) out-of-the-box solutions

Is there an (im)migrant advantage for success? The below is retrieved from experts and successful migrant entrepreneurs in The Netherlands:

1. Develop the mindset of resiliency and ingenuity combined with a hunger for success.

Migrant entrepreneur Safi told me, "It's all in our heads! We understand that nothing will be handed to us on silver platters. Every single win requires sweat and tears." This mindset is an outgrowth of the environments from which they came. He believes that the environment in which he was raised helped create his desire for self-preservation and nurture a hunger for success.

2. Have and leverage a support system.

The idea that no one succeeds alone is especially true for immigrants. The migrant entrepreneur executives with whom we spoke cited the role of parents, community and even friends with a common interest as contributing to their success. The presence and influence of parents isn't the only type of support system that can contribute to success. Chavlovky was fortunate to find two other transplants from Czech Republic in college. They shared a passion for knowledge and entrepreneurial spirit that encouraged them to start their own business. Chavlovky says, "Without networks to rely on, my partners and I built our own from scratch. That trained us to be selective with our relationships and guard our reputation at all costs."



### 3. Develop a passion for knowledge.

Chavlovky captured the sentiment expressed by all of these successful immigrants: “Although we abandoned all of our material possessions, no one could take away my parents’ education and passion for knowledge.”

Safi came to the Netherlands from Iran because he understood that a great education provided the best opportunity for both him and his family. Much has been written about the diminishing value of a college degree. In the end, each of the successful individuals with whom we spoke view educational attainment as merely a representation of the broader passion for knowledge embodied by successful individuals.

Bartosz summed it up: “There is no end to education. It is not that you read a book, pass an examination, and finish with education. The whole of life, from the moment you are born to the moment you die, is a process of learning.”

### 4. See and understand problems at a deeper level. Find or build a company that allows you to solve them.

Generating new ideas, recognizing previously unseen problems and overcoming challenges with unique solutions all require the creativity to see and understand problems at a deeper level. Studying abroad for even one semester has been shown to increase creativity in college students. Imagine the benefits of adjusting to and living in an entirely new culture?

### 5. Pursue change.

Choosing to immigrate to a new country is a conscious pursuit of change. For many, it can be a matter of survival. “Fear is a great motivator,” according to Safi: “Immigrants know what they are running from, and that drives them to make sure their new life doesn’t reflect their old conditions.”

Once in a new country, every aspect of the immigrant’s life continues to change and forces them to be more open-minded and adaptable.

“Immigrants must work incredibly hard to adjust to a new culture and way of life,” explains Chavlovky “They often have to work harder and learn more than their native-born counterpart because of language, cultural and societal barriers. An immigrant knows a good opportunity when he or she sees one; that’s how they got here in the first place.”

## Romania

According to the law, immigrants can be managers of a business, can follow a training program, can be employed (after obtaining the blue card), can work as volunteers or can receive a long-term medical treatment.

According to the law (Government Ordinance No. 44/2004), the social integration of migrants who have obtained a form of protection in Romania aims to prevent social marginalization and adaptation to the conditions of Romanian society. In addition to other government bodies involved in the integration process, the General Inspectorate for Immigration (within the Ministry of Internal Affairs) directly deals with migrants.

The general objectives of policy for integrating migrants who have obtained a form of protection in Romania is to help them to self-support, become independent of state assistance or non-governmental organizations, and actively participate in economic, social and cultural life [<http://igi.mai.gov.ro/ro/content/programul-de-integrare>].

The integration program can offer:

- Accommodation, upon request, IGI centers for the period you are enrolled in the integration program (up to 12 months). In order to benefit from this service you will have to pay a monthly contribution representing the cost of utilities. The vulnerable persons are exempted from the payment of utilities, according to Government Ordinance 44/2004.
- Romanian language courses during the period in which you are enrolled in the integration program (up to 12 months);
- Sessions of cultural accommodation;
- Providing, during a period of two months, an amount equal to the material aid for asylum seekers;
- Social counselling that includes access to the rights you have in Romania: the right to employment, the right to housing, the right to health and social care, social security, the right to education.
- Counselling and psychological support;
- Romanian language courses organized with the support of school inspectorates;
- Material aid grant amounting to 540 lei / person for a period of up to 12 months, under the condition of taking part in these activities and in the integration program and in the specific individual integration plan.
- After completing the program, you can apply for financial support to pay for accommodation outside the center, settling to 50% of the accommodation costs for a period of one year. As can be seen, the government integration program addresses the basic aspects of migrant integration, but not focusing on issues such as career development or business development.

International Organization for Migration (Romanian Bureau) has several programs, as for example [<https://oim.ro/en/what-we-do/programs>]:

- ADMIN4ALL - Supporting Social Inclusion of Vulnerable Migrants in Europe is an initiative aimed at increasing the capacity of local authorities to develop sustainable strategies for the social and economic integration of vulnerable migrants.
- REACT\_RO - educational resources for migrant orientation and Romanian language courses in Romania
- LINK-IT - Linking pre-departure and post-arrival support to facilitate socio- economic integration for resettled refugees in the EU

- STARRT - Transfer and Assistance Services for Refugees Resettled from Turkey Generația Tânără Romania (Young Generation Romania) is a NGO active on many directions, including the refugees' problems. The organization has been partnered with UNHCR since 2005 and it was involved in the Timișoara's Emergency Transit Centre for migrants. [<http://www.generatietanara.ro>]

The mission of ARCA (Romanian Forum for Refugees and Migrants) is to support the fulfilment of the potential of every person who is refugee, migrating or repatriating in Romania and to facilitate their integration into the Romanian society. This organization offers different services for migrants (monitoring, assistance for employment, management of information from country of origin etc.). The organization has several projects, like: Promoting the image of third-country nationals in Romania and effective solutions for their integration into the Romanian society (this project includes activities of teaching Romanian language and professional skills). [<http://www.arca.org.ro>]

National Council for Refugees is a NGO that offers several services for refugees like: legal assistance (including for those forced by court rule to return in the origin country), facilitation of integration etc.

This organization has programs like [<http://www.cnrr.ro>]:

- Refugees Integration in Romania (supporting beneficiaries of international protection in their path towards integrating in the Romanian society);
- Training for Authorities (through strengthening the capacity of the authorities to manage asylum issues by developing unitary practices at a national level concerning the evaluation of asylum applications, based on national and European legislation). The Jesuit Refugee Service has an active branch in Romania. Services of the organization: advocacy; consulting; cultural events; lobby; procuring of donations; public relations/campaigns; research; seminars/workshops; sensitization; social assistance and training. They are present in all accommodation centers across Romania [<https://jrsromania.org>].

The Ecumenical Association of Churches from Romania (AIDROM) is assisting the migrants in Romania through social counselling, material assistance, medical services, accommodation, teaching Romanian language and cultural exchange. AIDROM has migrant- related projects like [[www.aidrom.ro](http://www.aidrom.ro)]:

- Fair Guidance (better integration of disadvantaged persons - low-skilled, migrants, ethnic minorities, long-term unemployed etc. - into education, training and the labor market offered through more client-oriented guidance and counselling that considers diversity issues);
- Assistance and facilities for asylum seekers in Romania; Improvement of life level of asylum seekers and the model of their accountability. After a thoroughly analysis of the services, projects and programs carried-out by different organizations from or located in Romania, it was concluded that there is no entrepreneurship education targeted and adapted to young migrants or migrants in general in Romania. This find confirms that the results of YME project are welcome in Romania and they will be quite helpful.

## Italy

### START-UP

Italy has created a project called “start-up” which accompanied so far 400 migrant companies in setting up new companies. This project helps migrants in the first steps of setting up a company, however the service provided depends on the area the migrant lives in, and it is often known or available.

### National Prize of Migrant Entrepreneurship

To foster inclusion and get the rest of the society to know the successful experience of migrants in Italy, the international association for money transfer MoneyGram has created in 2009 the National Prize of Migrant Entrepreneurship. The event was created to promote the migrant entrepreneurship and show the country the successful experiences of migrants in the country; the creators of the prize each year select migrant entrepreneur in all Italy who have shown their spirit of entrepreneurship, courage in taking risks and good leadership. The prize is bestowed in 3 categories: Enterprise growth, Innovation and Young Migrant Entrepreneurship. The event is supported also by the Italian Government with the objective of supporting the inclusion pathway, also considering the new nationalistic beliefs that are gaining more and more consents in Italy. People from various nationalities have been awarded: Albanian, Romanian, African, Chinese and so on in different economic sectors (commerce, services, etc.). The participants have the occasion of presenting their activities, aims and background collaborating to the creation of a multicultural society. Migrants are an important resource for the Italian society, and this prize wants to show exactly that, demystifying the common thought on this matter which today characterizes all societies in the world.

## Turkey

### MIGRAPRENEURS Project

With the Project Reference Number: 2016-1-UK01-KA202-024286 MIGRAPRENEURS “Entrepreneurial and Intrapreneurial Mindset Development for Highly Skilled Migrants in Europe” is an Erasmus+ Strategic Partnerships Project with a running time of September 2016 – August 2019. Turkey is a partner. Human Capital is a key determinant of the innovative performance of regions and countries. Research has found that human capital coming from the migration behavior of skilled individuals is a significant determinant of innovation in host countries. (SERC, 2011). Skill mismatch, however, can contribute to unemployment and may reduce productivity and competitiveness. It appears in various forms such as skill shortages or skill gaps, but also applies to situations where the qualifications, knowledge, and skills of an individual exceed the requirements of their job. Migrant workers in Europe are more likely to experience overqualification – where their level of education is higher than the job they are doing. The purpose of this project is designed for utilizing the skills that highly skilled migrants bring into partner countries by fostering an entrepreneurial/intrapreneurial mindset for migrants.

### Syrians in The Labor Market

Despite the legislative changes that facilitate access to formal job opportunities, the informal market remains more attractive both for Syrians and employers. The number of work permits granted to Syrians is unexpectedly low due to major weaknesses and lack of incentives.

**İŞKUR (Turkish Employment Agency)** is another public training provider which is specialized in vocational skills training. As being one of its legal responsibilities, İŞKUR tries to understand qualified staff needs of employers through annual assessments and tries to open courses for the skills demanded by private sector through contracted training providers. These courses are open to Syrians as well if they have an İŞKUR registration. İŞKUR courses are offered for free and Syrians can register with these courses through district branches. Participants of these courses also receive a per diem costing 25 TL. Besides these courses, in partnership with the employers İŞKUR offers on the job training opportunities. During this term, half of the salaries of the participants are paid by İŞKUR and if the employer is satisfied by the candidate, employment continues.

**KOSGEB:** For entrepreneurship topic, Small and Medium Industry Development Organization, KOSGEB is a well-known training provider by its Applied Entrepreneurship program. This training is a must for receiving government support for SMEs. These free trainings, which are offered through contracted training providers such as Life-Long Learning Centers of universities, take 32 hours and offered frequently. This training offers an official certificate and Syrian youth is also accepted to these trainings. However, only Turkish citizens can receive financial support for entrepreneurship. Especially women entrepreneurs are supported through this program.

**TÜSSİDE ENTREPRENEURSHIP ACADEMY** In today's global economy, entrepreneurship plays a key role in increasing productivity, economic growth, innovative thinking and job creation. For this reason, many countries make entrepreneurship a political and national priority. Globalization reshapes the landscape of the international economy and rapid changes in technology cause uncertainty in the global economy, entrepreneurship is believed to offer alternative ways to solve new economic, environmental, and social problems. Based on this understanding, TUSSE supports entrepreneurship by building a national network of instructors to provide basic entrepreneurial training and to arrange mentoring support during the process of converting a business idea to a running business.

### 3. Need analysis report

During the first Intellectual Output, each country applied the needs analysis questionnaires to the target groups. This questionnaire was prepared by the partners in the first meeting in order to analyze the needs of Young Migrant Entrepreneurs (YMEs), who are the target group of YME Erasmus+ Project. The respondents were separated into two groups during the needs analysis: Firstly, “MIGRANT” group which includes all migrants, refugees, asylums, potential YMEs, YMEs etc. Secondly, there was “AGENT” group including the actors supporting the first group in the new conditions like trainers, teachers, educators, researchers, advisors, coaches, entrepreneurs working with young migrants.

Accordingly, there were two versions of the questionnaire: one for the migrants, one for the agents. There were 9 general questions to be asked for both, additionally 3 questions for only migrants, and 4 for the only agents. Therefore, our need analysis questionnaire included 12 questions for the migrant group, and 14 questions for the agent group.

Respondent Type	Number of Question	Question
GENERAL	Q1	<i>What is your Gender?</i>
GENERAL	Q2	<i>How old are you?</i>
GENERAL	Q3	<i>What is your current location?</i>
GENERAL	Q4	<i>What is your relationship with YMEs? (Teacher/Educator, Entrepreneur, Migrant? Already a YME? Potential YME?)</i>
GENERAL	Q5	<i>Do you have any experiences with Young Migrants?</i>
GENERAL	Q6	<i>Which communication channels are better to reach Young Migrants? (Social media, e-mailing, conferences, networks, announcements through communities and refugee camps, etc.)</i>
GENERAL	Q7	<i>Do you have any good practice experiences to share about Young Migrant Entrepreneurship?</i>
GENERAL	Q8	<i>What kind of digital applications are effective for YME education?</i>
GENERAL	Q9	<i>Any other recommendations?</i>
MIGRANT	Q10	<i>What is your origination? Country background?</i>
MIGRANT	Q11	<i>What is your legal status in your new country?</i>
MIGRANT	Q12	<i>Do you have a role model as a successful entrepreneur? Can you define his/her characteristics and skills? (Leadership, confidence, risk taking, creativity, innovation, etc.)</i>
AGENT	Q13	<i>What qualities should be taught to young migrants?</i>
AGENT	Q14	<i>Which methods can be applied to YME?</i>
AGENT	Q15	<i>Which specialties should be taken into attention?</i>
AGENT	Q16	<i>What are the qualities for the best profile of a YME educator?</i>



## TOTALLY 127 PEOPLE REPLIED NEEDS ANALYSIS QUESTIONS...

We have reached to 127 people overall: 96 of them were migrants and 31 of them were agents. The number of people filled the questionnaires of the needs analysis in country level were 35 from Turkey, 33 from Romania, each 20 from Italy and Netherlands, and 19 from the UK. Within these numbers, in each country, the number of the migrants are more than the ones of the agents.

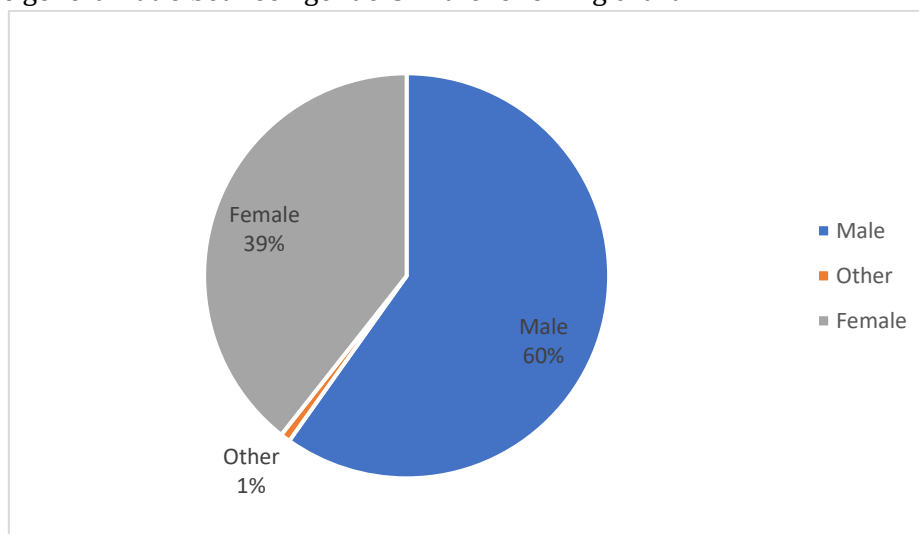
	IT	NL	RO	UK	TR	EU
	CPA	DFW2W	UPB	WS	MoNE	Total
Migrant	17	16	22	13	28	96
Agent	3	4	11	6	7	31
<b>TOTAL</b>	<b>20</b>	<b>20</b>	<b>33</b>	<b>19</b>	<b>35</b>	<b>127</b>

## DEMOGRAPHIC INFORMATION OF THE SAMPLE GROUP

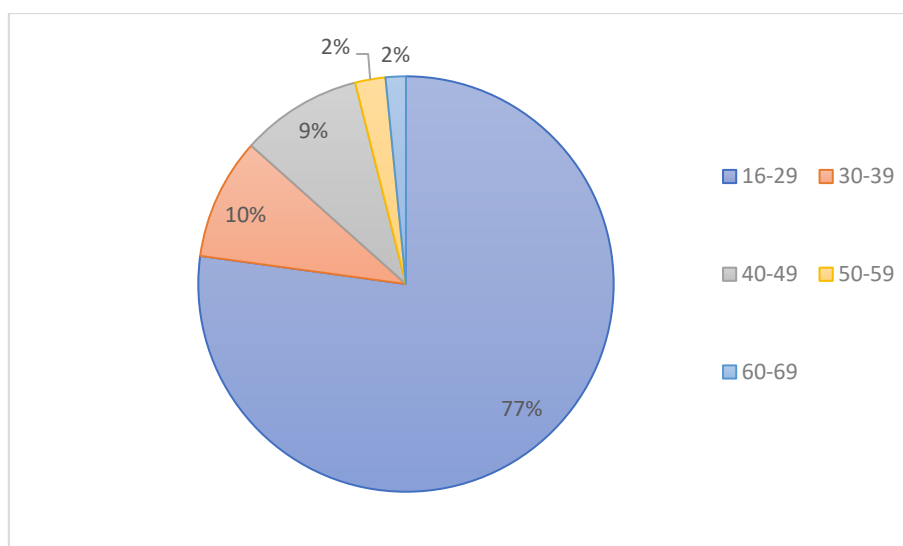
If we analyze our applicants according to the demographic features, there were 76 males and 50 females in total, together with 1 “other” reply. The ratio between males and females are quite balanced in Turkey, while the female ratio is the lowest in the UK.

Gender	IT	NL	RO	UK	TR	EU
	CPA	DFW2W	UPB	WS	MoNE	Total
Male	7	14	21	16	18	76
Female	13	6	11	3	17	50
Other	0	0	1	0	0	1
<b>TOTAL</b>	<b>20</b>	<b>20</b>	<b>33</b>	<b>19</b>	<b>35</b>	<b>127</b>

We can see the general ratio between genders in the following chart:



When we look at the age intervals of the group, it is convenient to see that the biggest ratio in total as well as in each country belongs to the targeted age interval of the YME Profile in the project, which is between 16-29 years old. The number of the people are 98 within our 127 respondents, which makes 77 per cent of the total respondents as can be seen in the following chart.



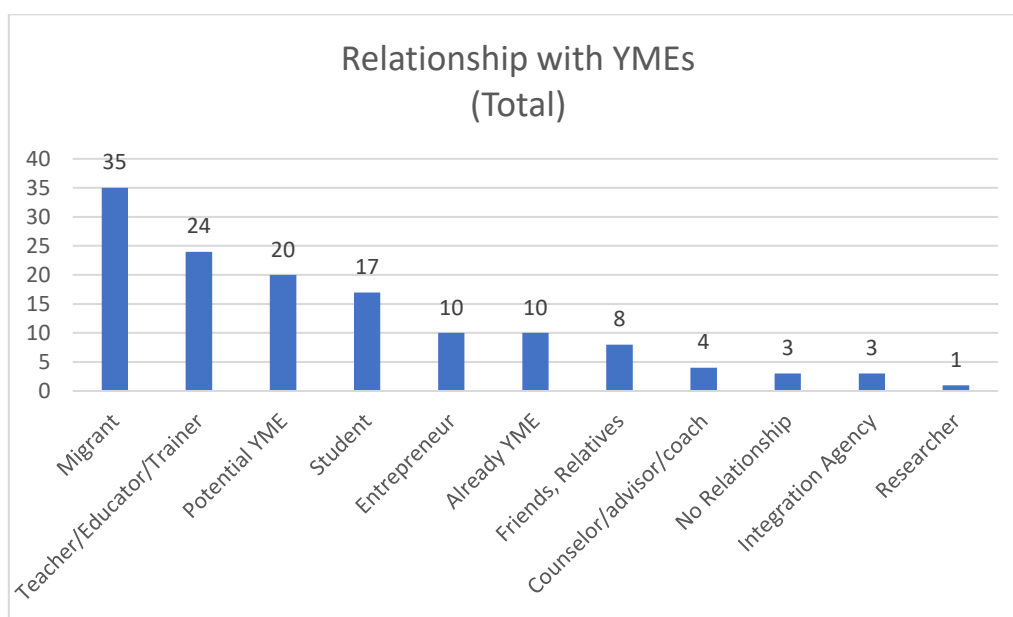
If we take the biggest numbers first, there are 31 from Turkey, 24 from Romania, 17 from Netherlands, 14 from the UK, and 12 from Italy, who are in between the targeted age interval of the YME Profile. If we look at the other age intervals coming after the targeted age interval of 16-29, we can say that there were respondents in 30s and 40s with a 12 frequency each. The respondents from 50s and 60s were rare with frequencies of 3 and 2 respectively.

	IT	NL	RO	UK	TR	EU
Age Interval	CPA	DFW2W	UPB	WS	MoNE	Total
16-29	12	17	24	14	31	98
30-39	1	2	4	1	4	12
40-49	5	0	5	2	0	12
50-59	2	0	0	1	0	3
60-69	0	1	0	1	0	2
<b>TOTAL</b>	<b>20</b>	<b>20</b>	<b>33</b>	<b>19</b>	<b>35</b>	<b>127</b>

If we look at the current locations of the respondents, the biggest number was from Turkey with 36 people, and following numbers were 29 from Romania, 20 from both Netherlands and Italy, 19 from the UK, and 3 from Abu Dhabi. All the countries except from Romania have their own respondents within their borders, while Romania has also 1 from Turkey and 3 from Abu Dhabi as the current location of the respondents.

	IT	NL	RO	UK	TR	EU
Current Location	CPA	DFW2W	UPB	WS	MoNE	Total
UK	0	0	0	19	0	19
Turkey	0	0	1	0	35	36
Romania	0	0	29	0	0	29
Abu Dhabi	0	0	3	0	0	3
Netherlands	0	20	0	0	0	20
Italy	20	0	0	0	0	20
<b>TOTAL</b>	20	20	33	19	35	127

When we asked their relationship with the YMEs, the replies were interesting with multiple choices for each respondent. For example, a respondent could be both student and potential YME, or another one could be both trainer and coach for the YMEs. The highest frequency belongs to the “Migrant” title with 35 respondents. If we count the titles of “Already YME” and “Potential YME” with their frequencies of 10 and 20 together, the following highest frequency belongs to this YME category. There were at least totally 65 respondents, who suited to our “Migrant” target group.



Moreover, “Teacher/Educator/Trainer” category had 24 respondents as the important agents to help YMEs as well as feeding us with their experiences. We can also add “Researcher” and “Counselor/Advisor/Coach” categories together with their frequencies of 1 and 4 in order to reach a general number of the “Agent” group, who were already in function of the support for YMEs. We can say that there were at least 29 respondents, who indicated our target group of Agents.

	IT	NL	RO	UK	TR	EU
Relationship with YMEs	CPA	DFW2W	UPB	WS	MoNE	Total
Migrant	0	3	10	0	22	35
Teacher/Educator/Trainer	3	2	5	6	8	24
Potential YME	1	8	3	8	0	20
Student	4	0	0	0	13	17
Entrepreneur	2	1	2	5	0	10
Already YME	6	4	0	0	0	10
Friends, Relatives	4	0	4	0	0	8
Counselor/advisor/coach	0	2	2	0	0	4
No Relationship	0	0	3	0	0	3
Integration Agency	0	0	3	0	0	3
Researcher	0	0	1	0	0	1

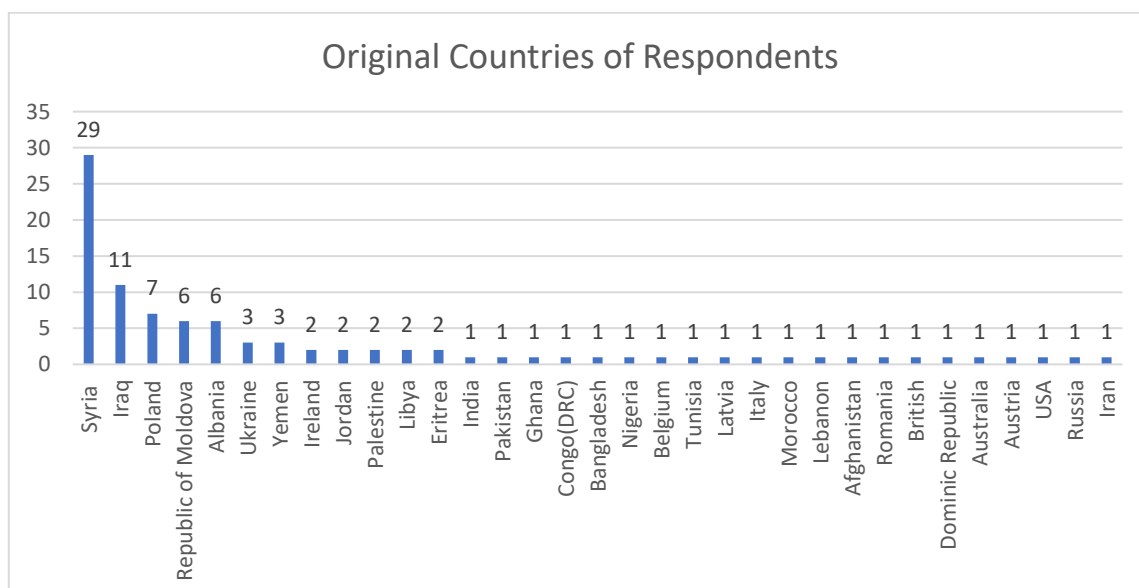
### MOST OF THE MIGRANTS WERE FROM SYRIA AND IRAQ...

“Syria” and “Iraq” are the countries where the biggest number of migrants come from: There 29 Syrian and 11 Iraqi respondents. The Iraqi respondents were from Turkey, but Syrian respondents were in all the countries, and there were no other nationalities, which could be found in all country borders of the project group. Syrians were mostly in Turkey with 17 people, and then in Netherlands with 6 people, finally 2 people each in other countries of the project YME.

	IT	NL	RO	UK	TR	EU
Countries	CPA	DFW2W	UPB	WS	MoNE	Total
Syria	2	6	2	2	17	29
Iraq	0	0	0	0	11	11
Poland	1	2	0	4	0	7
Republic of Moldova	0	0	6	0	0	6
Albania	6	0	0	0	0	6
Ukraine	1	0	2	0	0	3
Yemen	0	0	3		0	3
Ireland	0	0	0	2	0	2
Jordan	0	0	2	0	0	2
Palestine	0	0	2	0	0	2
Libya	1	1	0	0	0	2
Eritrea	1	1	0	0	0	2
India	0	0	0	1	0	1
Pakistan	0	0	0	1	0	1
Ghana	0	0	0	1	0	1

	IT	NL	RO	UK	TR	EU
Countries	CPA	DFW2W	UPB	WS	MoNE	Total
Congo(DRC)	0	0	0	1	0	1
Bangladesh	0	0	0	1	0	1
Nigeria	0	0	1	0	0	1
Belgium	0	0	1	0	0	1
Tunisia	0	1	0	0	0	1
Latvia	1	0	0	0	0	1
Italy	1	0	0	0	0	1
Morocco	0	1	0	0	0	1
Lebanon	0	1	0	0	0	1
Afghanistan	0	1	0	0	0	1
Romania	0	1	0	0	0	1
British	1	0	0	0	0	1
Dominic Republic	1	0	0	0	0	1
Australia	1	0	0	0	0	1
Austria	1	0	0	0	0	1
USA	1	0	0	0	0	1
Russia	1	0	0	0	0	1
Iran	0	1	0	0	0	1

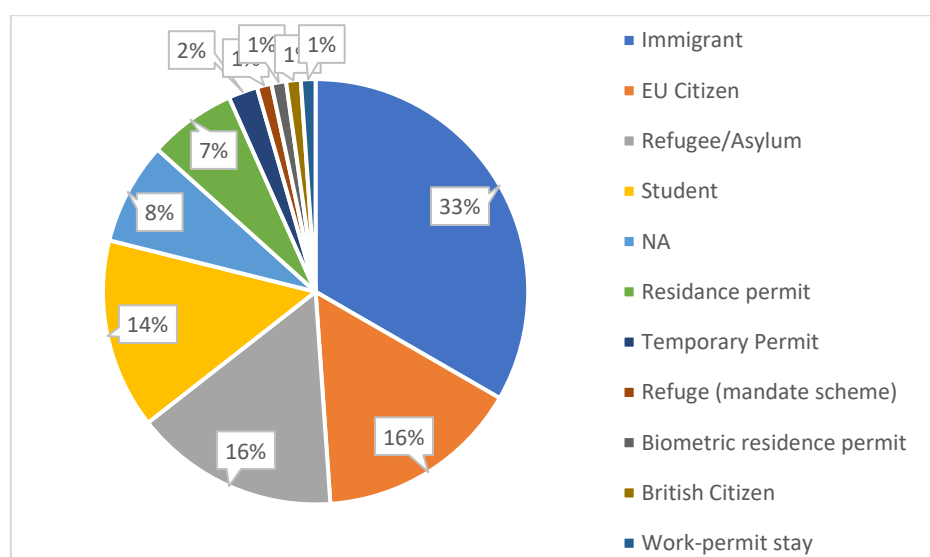
“Poland”, “Republic of Moldova” and “Albania” can be given as the following highest frequencies with 7, 6 and 6 people respectively. Polish respondents were in different countries of the project as Italy, Netherlands, and the UK. Moldovan respondents were all from Romania, and Albanian respondents were all from Italy. There were also many more respondents coming from different countries with lower frequency levels.



The legal status of the “Migrant” group was collected, and the number of “immigrant” status was 30 with the highest frequency in total. Almost half of these immigrants were from Turkey. There were 14 EU citizens in Italy, the UK, and Romania with frequencies of 8, 5, and 1 respectively. These EU citizen respondents could be defined as the luckiest group within the total Migrant group with their social rights. With the same frequency, there were also 14 “Refugees/Asylum” respondents in total, who could not become even immigrants.

	IT	NL	RO	UK	TR	EU
Legal Status	CPA	DFW2W	UPB	WS	MoNE	Total
Immigrant	6	7	4	0	13	30
EU Citizen	8	0	1	5	0	14
Refugee/Asylum	3	5	0	2	4	14
Student	0	0	10	0	3	13
NA	0	0	7	0	0	7
Residence permit	3	3	0	0	0	6
Temporary Permit	0	0	0	2	0	2
Refuge (mandate scheme)	0	0	0	1	0	1
Biometric residence permit	0	0	0	1	0	1
British Citizen	0	0	0	1	0	1
Work-permit stay	0	1	0	0	0	1

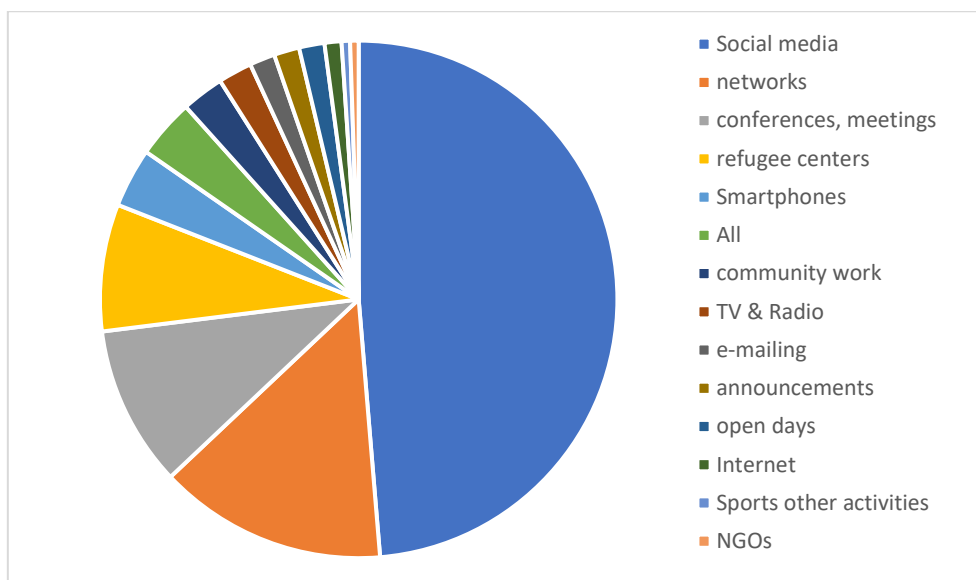
After Immigrants, EU Citizens, and Refugee/Asylum categories, the category of “Student” comes with a 14 per cent ratio within the total. Most of the student respondents were coming from Romania and, Turkey had a small share within this category. There were also “Not Available” category with an 8 per cent share, followed by little frequencies of permits, British Citizen etc.





## SOCIAL MEDIA AS THE MOST APPROPRIATE COMMUNICATION CHANNEL FOR YMEs

The respondents found “Social Media” as the most efficient communication channel to reach the YMEs with a highest frequency rate of 92, which is almost 50 per cent of the total replies. It is a quite big share compared with all other categories, and thus, this result indicates the efficiency of the social media to reach the potential YMEs.



Moreover, some reports included the separate names of the social media apps with their frequencies. For example, the UK reported its frequency of 13 as “Instagram (3), Snap Chat (3), WhatsApp (1), Facebook (1), apps (1) in the category social media (total: 13)” (Report of Werkcenter, UK, p.4). After “Social Media”, the following highest frequencies belong to the categories of “Networks” (27), “Conferences/Meetings” (19), and “Refugee Centers” (15). The categories of “Smartphones” and “All” come after with their frequencies of 7.

	IT	NL	RO	UK	TR	EU
Communication Channels	CPA	DFW2W	UPB	WS	MoNE	Total
Social media	19	14	18	13	28	92
Networks	6	4	7	6	4	27
Conferences/meetings	6	0	7	1	5	19
refugee centers	4	2	0	2	7	15
Smartphones	1	6	0	0	0	7
All	0	1	0	6	0	7
community work	3	2	0	0	0	5
TV & Radio	3	1	0	0	0	4

	IT	NL	RO	UK	TR	EU
Communication Channels	CPA	DFW2W	UPB	WS	MoNE	Total
e-mailing	0	1	0	0	2	3
announcements	0	0	2	0	1	3
open days	3	0	0	0	0	3
Internet	0	1	0	1	0	2
Sports other activities	1	0	0	0	0	1
NGOs	0	0	0	0	1	1

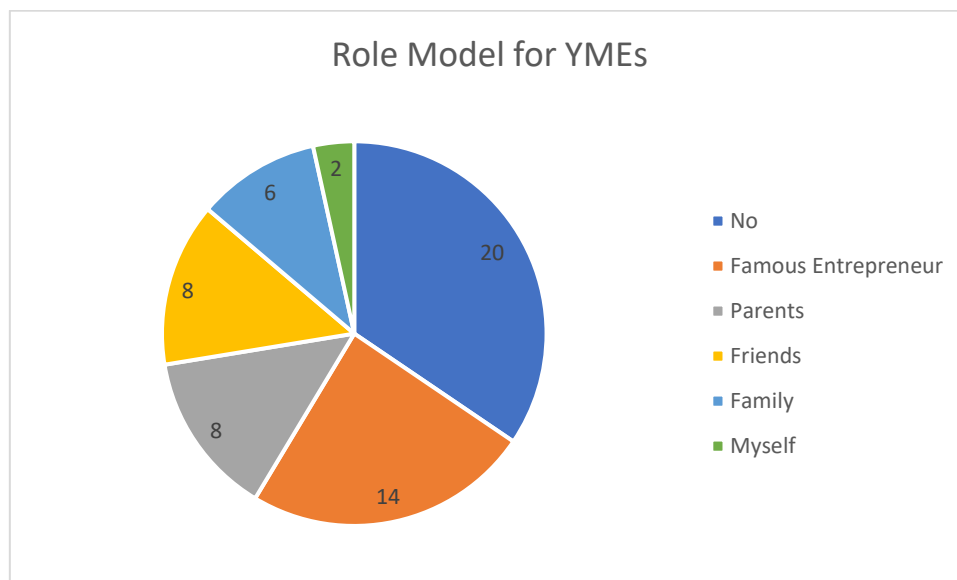
When the most suitable digital applications are asked, “E-course”, “Platform”, “e-application” and “Networks” categories had the highest frequencies with 31, 28, 27 and 22 replies respectively. “Education through Social Media” and “Games” were added by the respondents to the categories, which are both very attractive for the youngsters as entertainment and educational tools.

Some of the respondents also criticized the digital side and defended “Offline” mechanisms with a frequency of 7. Moreover, the categories of “Face-to-face networks”, “Ambassadors” and “Events” were added as replies of some critically looking respondents.

	IT	NL	RO	UK	TR	EU
Digital Applications	CPA	DFW2W	UPB	WS	MoNE	Total
E-Course	8	6	2	2	13	31
Platform	0	5	7	5	11	28
E-application	4	5	7	7	4	27
Networks	7	5	7	0	3	22
Education through social media	3	0	0	6	0	9
None/Offline	6	0	0	0	1	7
Face-to-face networks	0	0	0	6	0	6
Ambassadors	0	0	0	6	0	6
All	0	5	0	0	1	6
Games	2	0	0	0	0	2
Events	0	0	0	1	0	1
Entrepreneur Magazine	0	0	0	1	0	1

### FAMOUS ENTREPRENEURS ARE GOOD ROLE MODELS FOR YMEs...

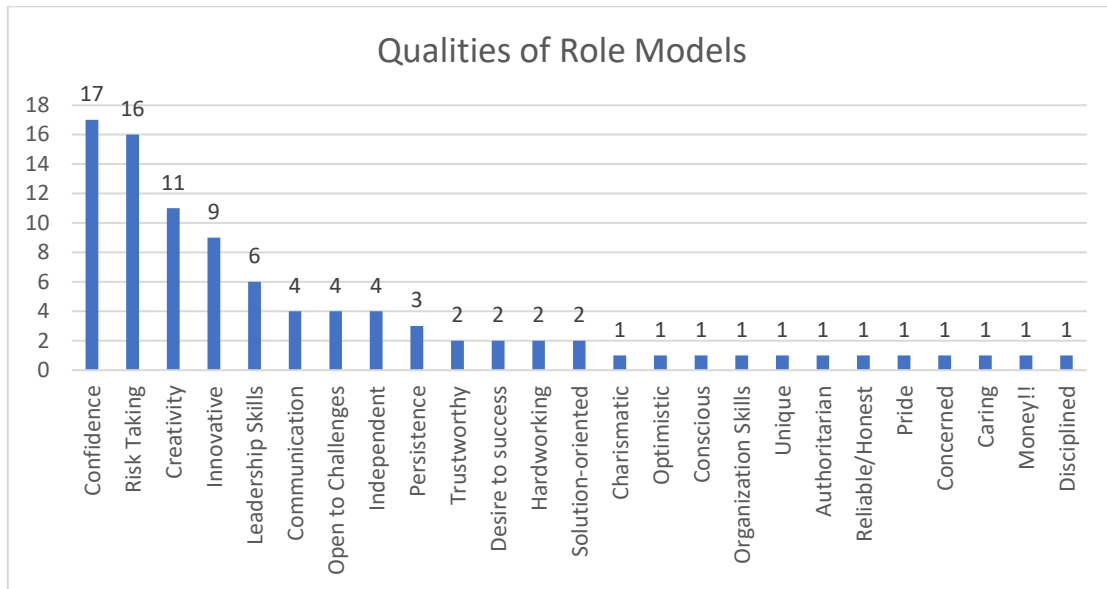
Migrant group replied the question whether they had a role model or not. Not every migrant replied this question, and 20 respondents revealed they had no role model. Some of them also added that they did not need any role model in order to create a unique work/product.



However, “Famous Entrepreneur” was given as a reply with a highest frequency, and followed by “Parents”, “Friends”, “Family/Relatives”, and “Myself” respectively.

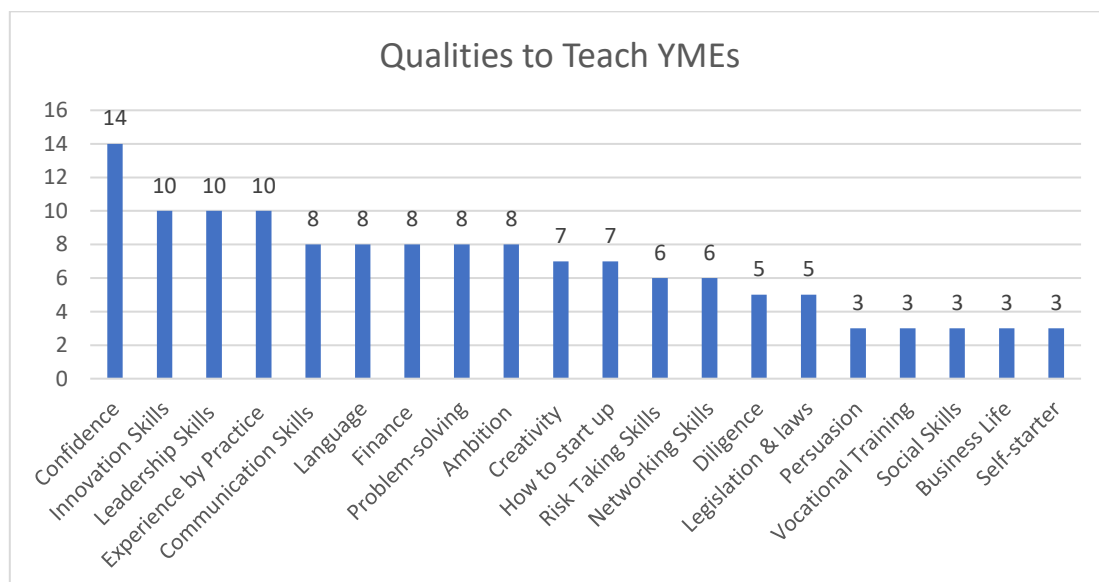
	IT	NL	RO	UK	TR	EU
Role Model	CPA	DFW2W	UPB	WS	MoNE	Total
No	5	4	6	1	4	20
Famous Entrepreneur	5	0	3	4	2	14
Parents	0	3	0	5	0	8
Friends	5	2	0	1	0	8
Family/Relatives	0	2	2	2	0	6
Myself	1	1	0	0	0	2

Moreover, “migrant” group mentioned qualities of their possible role models: “Confidence” (17), “Risk Taking” (16), and “Creativity” (11) were the first three highest scores within the total. The following qualities were “Innovative”, “Leadership Skills”, “Communication”, “Open to Challenges” and “Independent” with frequencies of at least 4.



### CONFIDENCE IS THE TOP QUALITY FOR BOTH MIGRANTS AND AGENTS...

On the other side, agents defined what kind of qualities to be taught to young migrants in order to train them as YMEs, and “Confidence” was again the first quality just like Migrants defined as the top quality for their role models. Moreover, 4 qualities of top 5 were the same in their replies: “Innovation Skills”, “Leadership Skills”, and “Communication Skills” with the leading “Confidence” category. Agents included “Experience by Practice” to top 5 qualities instead of “Creativity”. The table below includes important similarities with the above table describing the qualities of role models.



Moreover, there were other qualities as important as the already mentioned ones like “Language Skills”(8), “Finance” (8), “Problem Solving” (8), “Ambition” (8), “Creativity” (7), “How to Start up” (7), “Risk Taking” (6) and “Networking Skills” (6). The following ones are in the table below:

	IT	NL	RO	UK	TR	EU
Qualities	CPA	DFW2W	UPB	WS	MoNE	Total
Confidence	7	2	0	4	1	14
Innovation Skills	0	0	2	8	0	10
Leadership Skills	0	0	4	6	0	10
Experience by Practice	0	0	0	9	1	10
Communication Skills	2	1	1	2	2	8
Language	3	1	2	1	1	8
Finance	4	1	3	0	0	8
Problem-solving	8	0	0	0	0	8
Ambition	0	0	0	8	0	8
Creativity	0	1	0	4	2	7
How to start up	5	1	1	0	0	7
Risk Taking Skills	1	1	0	4	0	6
Networking Skills	0	0	0	6	0	6
Diligence	0	0	0	3	2	5
Legislation & laws	0	3	2	0	0	5
Persuasion	0	0	0	3	0	3
Vocational Training	0	0	0	0	3	3
Social Skills	0	0	3	0	0	3
Business Life Skills	1	0	2	0	0	3
Self-starter	2	1	0	0	0	3

Addition to the table above, there were other qualities chosen by agents with 2 and less frequencies, while they are worth to be underlined here:

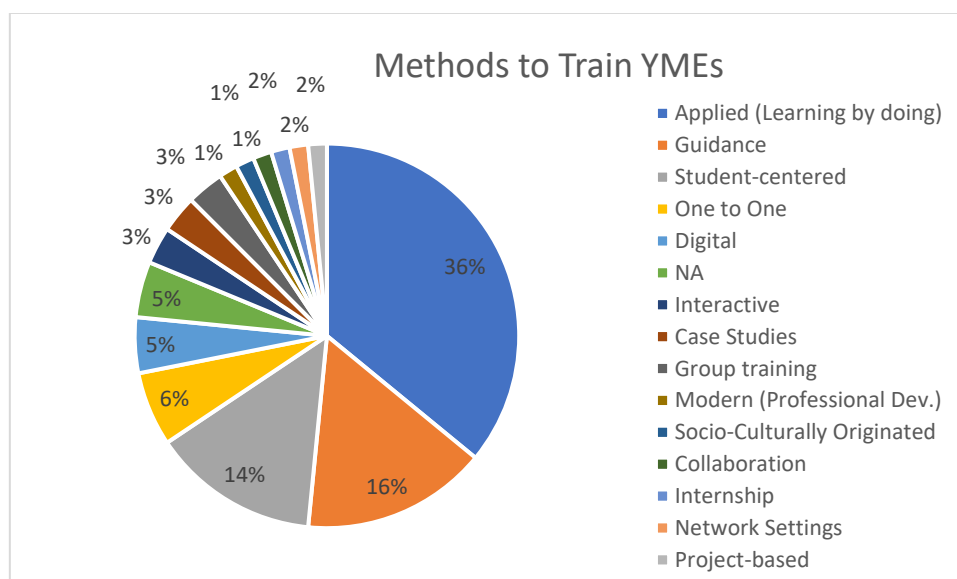
*Hardworking Skills, Energetic, Visionary, Determination, Harmoniously Working with Others, Digital Competencies, Courage, Negotiation, Adventurous, Motivation, History, Responsibility, Decision Making, Marketing, Accounting, Discipline, Open-minded, Competitive, Work ethic, Passion, Grant Possibilities, Resilience, Honesty, Collaboration, How to find help, Career Opportunities.*

## APPLIED METHODS ARE THE BEST WAY TO TRAIN YMEs...

Agent group gave answers about the most suitable methods to train young migrants, and the highest score belonged to “Applied (Learning by Doing)” methods with a frequency of 23. “Guidance” and “Student-centered” methods followed with 10 and 9 frequencies respectively.

	IT	NL	RO	UK	TR	EU
Methods	CPA	DFW2W	UPB	WS	MoNE	Total
Applied (Learning by doing)	13	2	4	0	4	23
Guidance	4	0	0	6	0	10
Student-centered	9	0	0	0	0	9
One to One	0	2	0	0	2	4
Digital	0	1	0	0	2	3
NA	0	0	3	0	0	3
Interactive	0	0	1	0	1	2
Case Studies	0	1	1	0	0	2
Group training	0	2	0	0	0	2
Modern (Professional Dev.)	0	0	1	0	0	1
Socio-Culturally Originated	0	0	1	0	0	1
Collaboration	0	1	0	0	0	1
Internship	0	1	0	0	0	1
Network Settings	0	1	0	0	0	1
Project-based	0	1	0	0	0	1

As you can see, the Applied (Learning by Doing) method had 36 per cent of the total answers with a quite big share. This indicates us how experience is effective to train young migrants about entrepreneurship. On the other hand, the methods added by the respondents should be taken into consideration as useful tools like “group training”, “case studies”, “interactive training” etc.





## LANGUAGE DIFFICULTIES AND PSYCHOLOGICAL TRAUMA EFFECTS LEARNING EXPERIENCES OF YMEs...

In the needs analysis, Agent group replied about the specialties of young migrants while learning. The most important vulnerabilities appeared as “Language” problems and “Psychological Trauma” of the learners with the frequencies of 21 and 19 respectively. Moreover, “Financial Situation” follows them with a score of 13. All the other categories mentioned are very important to take into mind while designing trainings to YMEs like “Career Situation”, “Socialization”, “Religion”, “Accommodation”, “Legal Framework” etc.

	IT	NL	RO	UK	TR	EU
Specialties	CPA	DFW2W	UPB	WS	MoNE	Total
Language	10	0	6	0	5	21
Psychological Trauma	9	3	1	0	6	19
Financial Situation	8	0	2	0	3	13
All	0	2	0	6	0	8
Career Situation	5	0	0	0	3	8
Socialization	0	2	0	0	2	4
Religion	1	0	0	0	2	3
Accommodation	0	0	1	0	1	2
Living Areas: Living, working, learning, socializing, finance	0	2	0	0	0	2
Legal Framework	0	0	1	0	0	1
Vulnerability	1	0	0	0	0	1
Inclusion issues	1	0	0	0	0	1

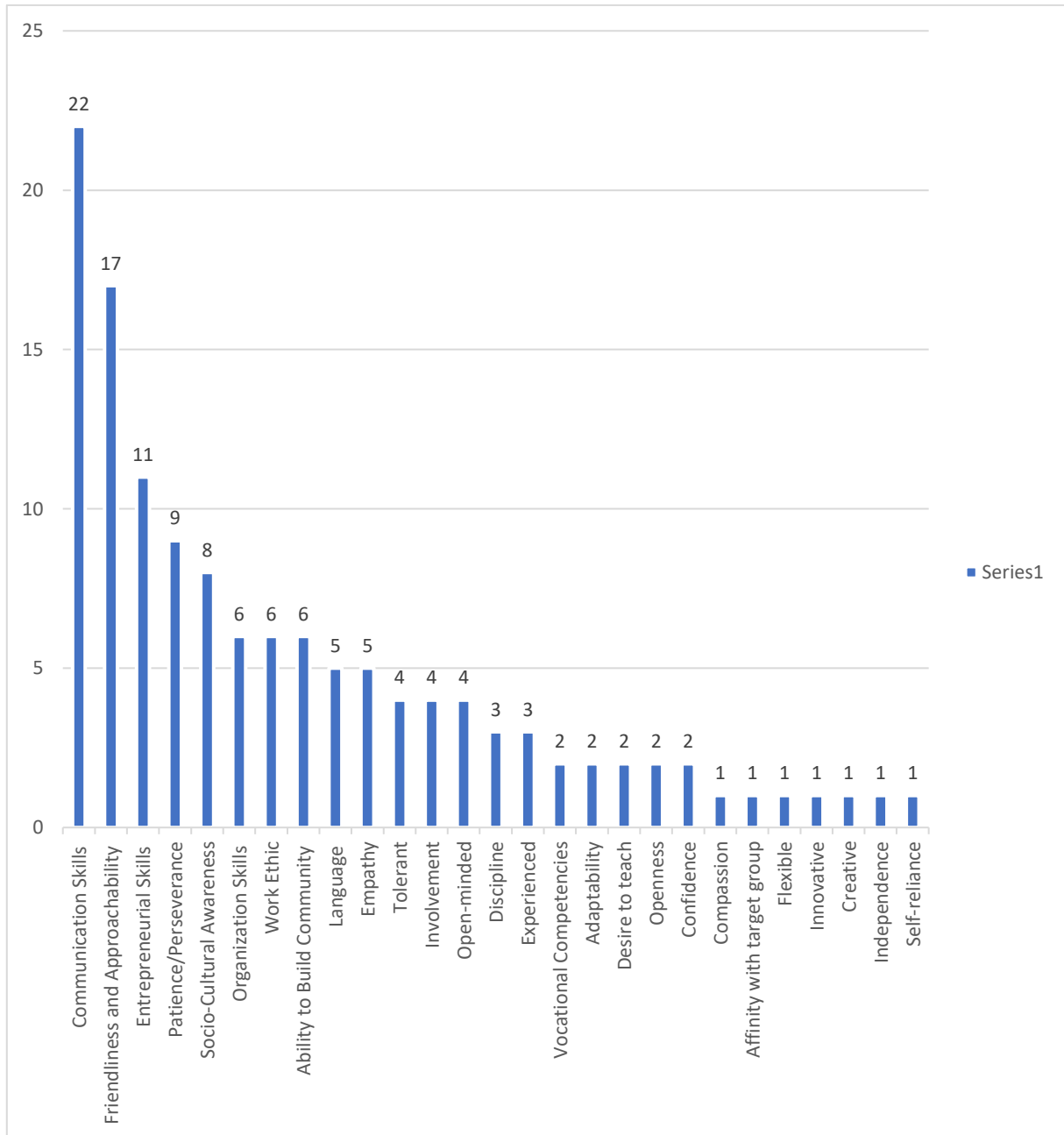
Agent group defined the qualities for the best profile of a YME trainer, and the leading quality appeared as “Communication Skills” with a frequency of 22. The only quality, which was selected by the agents from all of the countries as a mutual area, is “Communication Skills” including all areas of interaction and relation with the learners during the training. It is very important to send information and knowledge to the learner as well as getting their reaction and feedback for a healthy communication. As can be seen in the following table, the highest and mutual quality defined by all the countries is “Communication Skills”:

	IT	NL	RO	UK	TR	EU
Qualities for YME trainer	CPA	DFW2W	UPB	WS	MoNE	Total
Communication Skills	11	1	2	6	2	22
Friendliness and Approachability	9	1	0	6	1	17
Entrepreneurial Skills	0	2	2	6	1	11

	IT	NL	RO	UK	TR	EU
Qualities for YME trainer	CPA	DFW2W	UPB	WS	MoNE	Total
Patience/Perseverance	2	1	3	0	3	9
Socio-Cultural Awareness	1	0	5	0	2	8
Organization Skills	0	0	0	6	0	6
Work Ethic	0	0	0	6	0	6
Ability to Build Community	0	0	0	6	0	6
Language	0	0	2	0	3	5
Empathy	2	1	2	0	0	5
Tolerant	0	0	1	0	3	4
Involvement	0	1	3	0	0	4
Open-minded	3	1	0	0	0	4
Discipline	0	1	0	0	2	3
Experienced	3	0	0	0	0	3
Vocational Competencies	0	0	0	0	2	2
Adaptability	0	0	2	0	0	2
Desire to teach	0	0	2	0	0	2
Openness	0	0	2	0	0	2
Confidence	1	1	0	0	0	2
Compassion	0	0	1	0	0	1
Affinity with target group	0	1	0	0	0	1
Flexible	0	1	0	0	0	1
Innovative	0	1	0	0	0	1
Creative	0	1	0	0	0	1
Independence	0	1	0	0	0	1
Self-reliance	0	1	0	0	0	1

“Friendliness and Approachability”, “Entrepreneurial Skills”, “Patience/Perseverance” and “Socio-Cultural Awareness” followed with 17, 11, 9 and 8 frequencies respectively. These qualities were also indicated by almost all the countries. Moreover, the following qualities listed according to the decreasing numbers of their frequencies can be seen in the table below:

*Organization Skills, Work Ethic, Ability to Build Community, Language, Empathy, Tolerant, Involvement, Open-minded, Discipline, Experienced, Vocational Competencies, Adaptability, Desire to teach, Openness, Confidence, Compassion, Affinity with target group, Flexible, Innovative, Creative, Independence, Self-reliance.*



## GOOD PRACTICE EXPERIENCES SHARED BY RESPONDENTS...

- Youth Business International is a good practice. YBI support underserved young entrepreneurs (18 – 35 years) to start, grow and sustain their businesses - enabling them to create jobs, build communities and transform lives. Regardless of where we work, our focus is on young people with a viable business idea but without access to the support structures they need to set up and run businesses. YBI partners with companies, governments, international development agencies, charitable foundations and individuals, to grow and nurture an effective and sustainable network that creates impact for underserved young entrepreneurs on a global scale. YBI brings together members and partners with aligned goals to create change for young entrepreneurs at speed and at scale. We do this by drawing on the unique ability of the network to learn, innovate and share the diverse expertise and knowledge that make our members effective individually and powerful collectively (the UK).

- YES also has a few programs which are suitable for young migrant entrepreneurs (the UK).

- The book of Rafael dos Santos, who moved to London in 2002 at the age of 21 after living in Sao Paulo (one of the world's largest cities) for two years (left Brazil) worked as a kitchen porter, cleaner, glass collector and waiter to pay his expenses, until an opportunity to manage houses came available and within two years he was running his own business. Over the next 11 years Rafael's portfolio grew from 1 to 50 homes, hiring 15 members of staff and producing a turnover of £1.2 million. Rafael rented accommodation to more than 2,000 young professionals and student migrants. Rafael released his book – 'Moving Abroad, One Step at a Time' – in 2013. The book provides help and advice to those who have made the decision to relocate to a new country and is a very good guideline for young migrant entrepreneurs (the UK).

- Good practice examples of entrepreneurship in the link: [http://www.pandpasproject.eu/wp-content/uploads/2018/10/Good\\_Practices.pdf](http://www.pandpasproject.eu/wp-content/uploads/2018/10/Good_Practices.pdf) Although not UK. It's in Slovenia Area of action: Entrepreneurship Partner who identified the practice: ZRC SAZU, Slovenia Open kitchen is a unique and the most popular food market in Slovenia that has been bringing innovation of local and foreign chefs and cooks to the Slovenian culinary scene since 2013. It has become a regular Ljubljana event and every sunny Friday from early spring to late fall, local and foreign food providers attract visitors to try local and international cuisine. Main goals are bringing together food from all around the world and presenting it to the local population and visitors of the city; to create vivid meeting place in the city center to spend time with friends and family by the quality food at affordable prices. The food market includes migrants as chefs and support staff while presenting culinary and cultural characteristics of countries of their origin. Higher employment opportunities and entrepreneurship are also important facts relating this market to immigrants, who feel increased feeling of belonging. Even though Open kitchen by that name and initiators started in Ljubljana, similar event (but different organizers) is also organized in Maribor (called Full pot) and Koper. The tendency is that it also spreads to other cities. The practice is considered highly relevant due to widely accessible context; anybody who otherwise provides food services has the possibility to join. Website: <http://www.odprtakuhna.si/en/> (the UK).

- "My husband's uncle has a hairdresser's shop and gives driving lessons in his evening hours. He is entrepreneurial, independent, customer-friendly and a people person. He is a very religious man and he has a lot of perseverance and a very positive attitude" (NL).

- "Both Diana and Muhamad have a good education in Syria. He as technician and she as a lawyer. In the Netherlands their fiery desire was to go on their own feet quickly and above all to get back to work.

Because it was very difficult to have their own profession to exercise, they decided to take a different approach. Cooking is their passion. They decided to introduce Syrian cuisine in the Netherlands. Dutch friends tasted the food and they were soon enthusiastic. That's how a new company was born" (NL).

- The best practice is my own experience by setting up my barbershop. I am a barber, beautician and make-up artist from Syria with a mountain of experience and wanted to work myself. I had seven years of experience working in salons in different Arab countries I was ready for a new challenge. After four years being in the Netherlands, I decided to start my own company. It starts with a good network to help you for example the municipality for the financial part, the laws for starting your own business and set up a good business plan. Now I use the knowledge from the owners of the companies (neighbors) around my barbershop and learn everyday more" (NL).

- "In the music world a young migrant which never gave up and ended up singing for Italy in the 2019 Eurovision song Contest" (IT).

- "We ourselves are a good practice, we arrived in Italy 25 years ago, running away from the war, and both of us, my husband and I learned the way of living in Italy. I also learned Italian fast due to being only 17. I could access the Italian school system, my husband not that fast, we came from different background but got the opportunity of creating a construction company. We now have two included children and employ 4 migrants. We always make sure they have somewhere to live, eat and clean up themselves" (IT).

- "I have a lot of examples of good practice; the one is Alexandra which came to Italy when she was 6. She never gave up and always was challenging herself. The language barrier was and is never been an issue, she learned Italian, but speaks perfectly English and Polish. She teaches English to Italians. I admire her for her sense of survival and the never-ending energy of better times and hope" (IT).

- "My mother started washing dishes and cleaning houses when she arrived in Italy, now she sells dishes and plates and has her own business" (IT).

- "My teacher Cigdem recommended us never to give up, and she was always applied this in her life. She could not find a job to earn money, but she began to help the migrant children around herself. She earned her life with the supports of the families who had their children educated through her help. Now, she has her own place where she can help as many children as possible. She never gave up and taught us not to give up" (TR).