Migration Tools.
Options for Sustainability
Migration Tools. Options for Sustainability
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MITOS-entrepreneurship Introduction

Migration Tools. Options for Sustainability

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ACRONYMS

BDS  Business Development Services
BMZ  German Federal Ministry for Economic Cooperation and Development
CIM  Centre for International Migration and Development
F2F  face to face
GIZ  Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
ICT  information and communication technologies
IDPs  Internally displaced persons
MITOS  Migration Tools. Options for Sustainability
NGO  non-governmental organisation
SME  small and medium enterprises
ToT  Training of Trainers
Migration? Entrepreneurship?
How does this fit?

MITOS – entrepreneurship at a glance

- MITOS stands for Migration Tools. Options for Sustainability.
- MITOS – entrepreneurship is part of a larger collection of MITOS tools, e.g. MITOS – financial literacy and others which are currently (2016/2017) being developed.
- MITOS – entrepreneurship is a toolbox for practitioners in the context of migration, forced displacement and entrepreneurship.
- 14 tools focusing on (1) the entrepreneurship eco-system, (2) the start-up, (3) individual entrepreneurial skills.
- MITOS – entrepreneurship aims at promoting the economic potential of migrants and refugees.
Migration and entrepreneurship are closely linked. Migration can mean a loss of the most adventurous and entrepreneurial spirits of an economy, as these are often the ones disposing of enough energy, drive, capital and networks to start a new life somewhere else. However, this does not necessarily mean a definite loss for the country of origin’s economy. Migrants can contribute in various ways to private sector development and so eventually to the creation of jobs and the generation of income. Entrepreneurship for example is an important vehicle through which migrants contribute to their countries of origin: either through transnational business, where they link both the country of origin and the host country and combine the best of both worlds; through return or by supporting their families who in turn then can start a business and increase family income. Entrepreneurship not only secures one’s income but can make important contributions to innovation through new ideas, tacit knowledge and international networks².

Entrepreneurship is also a useful way for migrants to establish themselves in the host country, to contribute to the host country’s economy and to secure their own and their family’s economic wellbeing.

² GIZ, 2011: Ways migrants contribute to innovation in developing countries
Definitions at a glance

Migrant is a term covering different groups of people: migrants living in the diaspora (diaspora members), refugees (who are migrants with a specific protection status; nonetheless e.g. in official statistics they are captured as migrants), returnees (temporary, permanent). One has to distinguish internal migrants, i.e. people migrating within one’s country of origin, and international migrants, i.e. people living in a country other than his or her country of birth.

MITOS-entrepreneurship is also suitable for specific target groups like families receiving remittances, i.e. people who are not migrating themselves but who are benefiting from a family member’s migration experience.

Refugees are fleeing conflict or persecution (as defined in the 1951 Geneva Convention on Refugees and the 1967 Protocol) to another country. They are defined and protected in international law (1951 Convention, as well as several regional conventions), and must not be expelled or returned to situations where their life and freedom are at risk (also called the principle of non-refoulement). People fleeing within their own country are called Internally Displaced Persons (IDPs).

Diaspora: there is not one specific, universal definition of the term diaspora. The definition used in this context is the one by the International Organisation for Migration (IOM) and the Migration Policy Institute (MPI): “Emigrants and their descendants, who live outside the country of their birth or ancestry, either on a temporary or permanent basis, yet still maintain affective and material ties to their countries of origin.” Of course, also refugees who live outside their country of origin can consider themselves as part of the diaspora.

For easier reading, migrant is used in general and only where necessary, reference is made to specific sub-groups.

Entrepreneurship comprises the notion of an entrepreneurial spirit, entrepreneurial action, but also an entrepreneurial culture. A business idea alone does not make for a successful business. It needs an entrepreneur, to make the business strive. GIZ’ approach is to make business ideas develop into business models and to help economically interested persons develop into entrepreneurs. The promotion of entrepreneurial thinking is the basis for entrepreneurial spirit and culture. Classical tools for entrepreneurship promotion, both for start-ups and established businesses are business plan contests, coaching and advice for innovative business ideas.

There is a growing focus in the international debate on “migrant entrepreneurship”: the Global Forum on Migration and Development (GFMD) has taken up the topic several times, the German IQ Network “Migrantenkon- omien” (migrant economies) is working on the topic; the Migration and Development (MADE) Network conducted several activities, e.g. two webinars on the topic, just to give a few examples.

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5 See UNHCR for more information [http://www.unhcr.org/refugees.html](http://www.unhcr.org/refugees.html)
8 [http://www.netzwerk-iq.de/fachstelle-migrantenekonomie.html](http://www.netzwerk-iq.de/fachstelle-migrantenekonomie.html) (in German only) and general website of the Network “Integration through Qualification” [http://www.netzwerk-iq.de/english-version.html](http://www.netzwerk-iq.de/english-version.html)
Where is development in this?

Classic development cooperation has also discovered the migration – entrepreneurship link as a meaningful tool to promote job creation, employment generation and innovation. However, practical tools how to “hands on” promote migrant entrepreneurship are often lacking. In 2011, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) and CEFE International jointly developed a collection of 16 instruments for development practitioners in the context of migration and entrepreneurship called Migration Tools. Options for Sustainability (MITOS). Several of the tools (online tools, trainings of trainers approaches, workshops etc.) have been piloted in different countries (e.g. Philippines, Uzbekistan). Based on these experiences, GIZ decided to adapt MITOS to current debates and developments both in the field of migration and entrepreneurship in general. The result is this toolbox, now called MITOS-entrepreneurship, which consists of 14 tools, clustered in three thematic areas and following GIZ’ multilevel approach:

Overview of MITOS-entrepreneurship tools

<table>
<thead>
<tr>
<th>#</th>
<th>Name</th>
<th>approach</th>
<th>objective</th>
<th>target group</th>
<th>beneficiaries</th>
<th>duration</th>
<th>costs</th>
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<tbody>
<tr>
<td>1</td>
<td>Mentoring &amp; Advice by Migrant Associations</td>
<td>Training (of mentors and database)</td>
<td>Sharing of expertise through mentorship for nascent entrepreneurs</td>
<td>Migrant associations, diaspora experts and entrepreneurs in the country of origin or destination, who are willing to assist (or share with) nascent entrepreneurs their technical, managerial and entrepreneurial expertise</td>
<td>Migrant entrepreneurs in the country of destination Returnee or transnational entrepreneurs in countries of origin Refugee entrepreneurs Families receiving remittances Business partners of migrants in the country of origin</td>
<td>Depending on the set-up, the mentoring process can vary from a couple of weeks to a couple of months (or even longer). Training preparation can take up to a month. Database creation will also take up to one month while maintenance and monitoring of it shall happen continuously</td>
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<td>2</td>
<td>Establishment of a Business Angels Network</td>
<td>Network building</td>
<td>Advice, networks, funding</td>
<td>Development practitioners who are promoting a conducive business and investment climate, who aim at supporting knowledge and skills transfer as well as diaspora investment and new partnerships between local entrepreneurs and the diaspora. Government officials who want to strengthen the engagement and relationship between the diaspora and local entrepreneurs</td>
<td>Members of the diaspora who are looking at trade, investment and mentorship opportunities in their home countries; Migrant, returnee and refugee entrepreneurs looking for seed funding and mentorship Angel investors and venture capitalists Business partners of migrants’ transnational businesses in the country of origin.</td>
<td>Approx. 3-6 months to establish the network</td>
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<td>3</td>
<td>Returnees Alumni Network</td>
<td>Network building</td>
<td>Network</td>
<td>Development practitioners who are aiming at network-building and promotion of entrepreneurship and employment</td>
<td>Returnee entrepreneurs who are looking at trade, investment and mentorship opportunities in their home countries</td>
<td>The duration of implementation will vary depending on your objectives: several weeks to establish a loose, informal network to several months for establishing a legally registered, fully professional database and network.</td>
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<td>Investment promotion agencies, chambers of commerce and other institutions promoting private sector development</td>
<td>Returnees who want to start either a business in the host country or a transnational business in the country of origin</td>
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<td>Government officials who want to promote entrepreneurship and who aim at tapping into the potential migration offers to economic development in the country</td>
<td>Business partners of migrants' transnational businesses in the country of origin</td>
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<td>4</td>
<td>Training for Policy Makers to promote Diaspora Engagement</td>
<td>Training</td>
<td>Policies to strengthen diaspora engagement</td>
<td>Development practitioners (e.g. programmes which aim at promoting entrepreneurship and employment) and their government partners (policy makers from e.g. Diaspora Desks, Diaspora Affairs Offices, Ministry of Foreign Affairs, Ministry of Trade, etc.)</td>
<td>Policy makers who want to strengthen the engagement and relationship between the diaspora and the government</td>
<td>3 days for the training; 2-3 months for preparations</td>
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<td>Migrants living in the diaspora (who want to start a business either in the host country or a transnational business in the country of origin)</td>
<td>Members of the diaspora who are looking at trade, investment and mentorship opportunities in their home countries, Diaspora members who want to start either a business in the host country or a transnational business in the country of origin</td>
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<td>Business partners of migrants' transnational businesses in the country of origin</td>
<td>Members of the diaspora who are looking at trade, investment and mentorship opportunities in their home countries, Diaspora members who want to start either a business in the host country or a transnational business in the country of origin</td>
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<td>5</td>
<td>Diaspora Dialogue Platform for Awareness Creation</td>
<td>Forum and (virtual) exchange platform</td>
<td>Information and trust building</td>
<td>Development practitioners who are looking for new partnerships to strengthen a public-private dialogue and thereby promote entrepreneurship and employment</td>
<td>Members of the diaspora who are looking at trade, investment and mentorship opportunities in their home countries, Diaspora members who want to start either a business in the host country or a transnational business in the country of origin</td>
<td>The Diaspora Dialogue can take place monthly, every three or six months. Event preparations can take up to a month. It will be essential to have a direct follow-up after the first event in order to prove that the Dialogue is not a one-time-event but that all partners involved are interested in establishing a trustful relationship based on transparent information exchange</td>
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| 6 | Partnerships Development    | Training for joint ventures | Transnational business partnerships | Migrants in search of SME partners in their respective countries of origin  | Members of the diaspora who want to engage with businesses in their countries of origin  
Start-ups or existing SMEs in search for migrant investors or partners in their businesses  
Partner organisation (a government training or a migrant workers support) entity, a school (vocational, technical and business), a chamber of commerce’s training arm or migrant support NGOs  
Returnees  
Business partners of migrants’ transnational businesses in the country of origin  
Refugees                                                   | The implementation of this tool requires:  
(a) needs assessment and capacity analysis (3 months),  
(b) training design & development (3 months),  
(c) training promotion (1 month),  
(d) Training "Partnership for migrants" (3 days),  
training "Partnership for local partners" (3 days),  
training "Legalizing partnership agreements" (1 day),  
training "Joint venture" (1 day).  | € - €€ |
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<td>8</td>
<td>Migrant Innovation Fund for Idea Validation</td>
<td>Competition</td>
<td>Secure seed funding for entrepreneurs</td>
<td>The tool can be applied by Government: development practitioners, e.g. programmes which aim at promoting entrepreneurship and employment, and the respective government partners (e.g. Ministry of Commerce, Ministry of Industry etc.) Partner institutions from the private sector, such as chambers of commerce, business associations, consultancy agencies, business accelerators/incubators, venture capitalists/angel investors etc. which aim at promoting entrepreneurship and employment Further project sponsors and cooperation partners can be: Existing innovation funds Science and technology institutions Advertisement and media agencies Chambers of commerce Professional engineering and consulting firms Vocational, technical and business schools Migrant Associations (Migrants disposing of investible funds or time to be technical resource persons to innovators)</td>
<td>Migrants living in the diaspora and planning to start a business in the country of origin Migrants who want to start a business in the host country Returnees Refugees Families receiving remittances Business partners of migrants in the countries of origin</td>
<td>Preparation: 3-6 months Proposals submission: 1-2 months Selection: 1-2 months Development: 3-6 months Presentation: 1 month</td>
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<td>9</td>
<td>Business Model Refinement for Business Efficiency</td>
<td>Online or face–to–face training</td>
<td>Increasing survival of start–ups by strengthening business models</td>
<td>Government: development practitioners, e.g. programmes which aim at promoting entrepreneurship and employment, and the respective government partners (e.g. Ministry of Commerce, Ministry of Industry etc.) Partner institutions from the private sector, such as chambers of commerce, business associations, consultancy agencies, business accelerators/incubators, venture capitalists/angel investors etc. which aim at promoting entrepreneurship and employment Academia, e.g. business schools, universities</td>
<td>This tool targets entrepreneurs both in countries of origin and destination consisting of Migrants living in the diaspora (who want to start either a business in the host country or a transnational business in the country of origin) Returnees Families receiving remittances Refugees, especially in protracted displacement situations Business partners of migrants’ transnational businesses in the country of origin Specific beneficiaries of the tool’s implementation include: Aspiring entrepreneurs with a validated business idea (and ideally already first customers) Experienced entrepreneurs who want to redesign their business model</td>
<td>The training can be provided ad–hoc or continuously over a couple of days, weeks or months, depending on your budget and time frame</td>
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<td>10</td>
<td>Accelerator for Business</td>
<td>Accelerator programme</td>
<td>Driving growth to long-term survival</td>
<td>Development practitioners and government partners: development practitioners, e.g. programmes which aim at promoting entrepreneurship and employment, and the respective government partners (e.g. Ministry of Commerce, Ministry of Industry etc.)</td>
<td>It is applicable by entrepreneurs who have established product/market fit and who have begun to scale customers and revenues, both in countries of origin and destination. In details it applies for: Migrants living in the diaspora (who run a business in the host country or a transnational business in the country of origin) Returnees Families receiving remittances Refugees, especially in protracted displacement situations Business partners of migrants’ transnational businesses in the country of origin</td>
<td>The accelerator programme shall be at least a three months intensive training programme since entrepreneurs at this stage need a solid growth strategy and more de-risking before investors in order to attract attention from investors. The shortness of the time may also create a sense of urgency that encourages intense work and rapid progress.</td>
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<td>11</td>
<td>Strategy Development</td>
<td>Training (of trainers)</td>
<td>Strategy to provide direction and orientation for the start-up</td>
<td>Target groups are mostly partner organisations from the private sector such as chambers of commerce, innovation hubs, business associations etc. who plan to extend their services offer to members.</td>
<td>Beneficiaries include both experienced and nascent entrepreneurs, both in countries of origin and destination. In details it applies for: Migrants living in the diaspora (who run a business in the host country or a transnational business in the country of origin) Returnees Families receiving remittances Refugees, especially in protracted displacement situations Business partners of migrants’ transnational businesses in the country of origin.</td>
<td>The strategy formulation workshop will take 1-2 days, whereas invitation of entrepreneurs, identification of training providers and mentors can take a couple of weeks to months.</td>
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<td>12</td>
<td>Entrepreneurial Use of Remittances</td>
<td>Training (of trainers)</td>
<td>Remittances are used for entrepreneurial activities</td>
<td>The tool is applicable both in countries of origin and destination and thereby targets implementing and partner organisations: Foreign employment service organisations (public and private) Training organizations BDS providers Private service providers Local government units Non-governmental organisations, working with migrants and/or their families</td>
<td>Migrants in the host country Migrants’ families living in the country of origin Low-income households Refugees especially in protracted displacement situations Recipients of remittances who express interest to start business activities.</td>
<td>While both the awareness raising workshop and Entrepreneurial Use of Remittances through Financial Literacy training take only a couple of days, the preparation and follow up phases may take from a couple of weeks to a couple of months.</td>
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<td>13</td>
<td>Communication through Social Media</td>
<td>Training (of trainers)</td>
<td>Entrepreneurs use social media successfully</td>
<td>Development practitioners who want to conduct a training for diaspora entrepreneurs</td>
<td>Members of the diaspora who are experienced entrepreneurs</td>
<td>The social media communications training will take 1-2 days, For the participants’ invitations you should – depending on the local context – foresee 1-3 months, plus another 1-2 months for the conceptual planning and contracting of trainers (if you are not providing the training yourself). If you are providing a training of trainers, you should count additional 1-2 months.</td>
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<td>14</td>
<td>Branding</td>
<td>Workshop</td>
<td>Entrepreneurs are enabled to articulate own unique value</td>
<td>Private sector institutions who wish to extend their service offer: Chambers of commerce Innovation hubs Business associations</td>
<td>Migrants living in the diaspora (who run a business in the host country or a transnational business in the country of origin) Returnees (i.e. entrepreneurs in the country of origin) Families receiving remittances Refugees, especially in protracted displacement situations Business partners of migrants’ transnational businesses in the country of origin Business partners of returnees’ transnational businesses in the host country</td>
<td>The workshop will take 1-2 days, whereas invitation of entrepreneurs, identification of training providers and mentors can take a couple of weeks to months.</td>
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The idea is to provide tools for the macro level (to improve the entrepreneurship eco system with a specific focus of migrant entrepreneurship) as well as the direct support of start-ups and individual entrepreneurs. Entrepreneurship is more likely to be successful if undertaken by an entrepreneur (a person that has an idea, capital and likes to take risks); happens in a conducive eco-system and when the start-up is well adapted to market realities (among other factors). Migration adds some more “spice” to the equation: as explained above, migrants might by definition have more ideas due to their exposure to new or different things in other countries or contexts, but might at the same time not be aware of the real situation in the country of origin anymore (or might not be that familiar with the host country context in detail, if he or she wants to start a business there); the eco-system needs to be conducive for the specific needs of transnational entrepreneurs or entrepreneurs who might not be citizen of this specific country; and the start-up idea can benefit from the migration experience, but the set-up as a transnational business or a business with business partners in different countries might be additionally challenging.

All these different aspects are being factored in in this toolbox with the objective to tap into the potential of migration by promoting migrant entrepreneurship in both host and origin countries.
In the context of forced displacement – when referring to refugees, internally displaced persons or the return of these – certain specificities regarding the legal situation and vulnerabilities of the target group in terms of access to the labour market and entrepreneurship, trauma of war and conflict and of potentially fragile surroundings in a (post) conflict environment have to be taken into account. Always keep in mind to not only address refugees, IDPs and/or returnees but also the host communities!

Nonetheless, there is increasing recognition of the entrepreneurial and innovative potential of displaced persons. This is especially relevant in protracted displacement situations, i.e. situations of forced displacement lasting for five years or longer. Alexander Betts (2014) has debunked typical assumptions and myths about refugees’ economic potential. Where they are allowed to, refugees can make important economic contributions through international trade links, creation of jobs for the local populations, reducing the often assumed burden by providing for themselves and their families and by promoting innovative approaches as they are seeking to adapt to their situation.

However, following a strict do-no-harm and crisis-sensitive approach, host communities always have to be addressed at the same time as refugees.

MITOS-entrepreneurship tools will certainly need adaptation to the specific context and target group but can nonetheless also be applied in the context of forced displacement.

Who can use MITOS-entrepreneurship?

▶ You work in a programme of development cooperation which is related to sustainable economic development, rural economic development, economic (re)integration of refugees or any related field?
▶ You work with chambers of commerce, providers of business development services, a relevant government agency, or with a national SME promotion programme?
▶ Your programme or organization is located in a region where migration – be it immigration, emigration, forced displacement, return – is relevant?
▶ You look for innovative and practical tools for engaging the diaspora of your country or immigrant or refugee groups in your country in private sector development or entrepreneurship promotion more specifically?

If some of these questions are relevant to you, then MITOS-entrepreneurship might be helpful for you!
What can MITOS-entrepreneurship be used for?

MITOS-entrepreneurship aims at supporting

- Experts in development cooperation projects.
- Institutions – both public and private – that cooperate with migrants, refugees or their communities.
- Institutions working in the field of private sector development and entrepreneurship promotion (chambers, investment promotion centres etc.), both in origin and host countries.
- Other donors or implementing organizations in international development cooperation.

Our objective is to promote the economic potential of migrants and refugees for the development of host and origin countries.

How does MITOS-entrepreneurship work?
How can you and your organisation use it?

The MITOS-entrepreneurship tools are offered to a large variety of development programmes in very diverse countries. The following description provides basic information for assessing their suitability in a given programme context and for selecting a (set of) tool(s). Within a specific programme, it is advisable to plan and implement any given initiative relating to migration and entrepreneurship with suitable partner organisations such as: chambers, investment agencies, Business Development Service (BDS) providers. Some of these partner organisations might need orientation about migrant-specific approaches or the application of tools. According to a preparatory analysis of the migration phenomena in the project area, advantages as well as risks must be considered in a promotion scheme. The tool-kit also addresses national BDS providers and SME promotion initiatives and is supposed to complete their service offer by addressing new migrants, diaspora, returnees or refugees.

Of course, another important actor to be involved, both as a target group and partner, is the diaspora. When working in a specific country with large and/or historic rates of emigration, you might wonder who this diaspora is and how you and your partners can get in touch.

- You can conduct a mapping and a study to (1) identify relevant diaspora associations and networks and (2) better understand the structure, the degree of organisation, potential conflict lines within the diaspora or towards the country of origin, the potential, limitations and challenges.15
- You can get in touch with diaspora platforms or networks, such as
  - Africa-Europe Diaspora Development Platform (ADEPT), www.adept-platform.org (registered in Belgium), for African diaspora associations in Europe.
  - International Diaspora Engagement Alliance (IdEA), www.diasporaalliance.org (USA), for diverse diaspora association with a focus on the US but with contacts all over the world.
  - Migration and Development Civil Society Network (MADE), www.madenetwork.org, network of civil society and diaspora associations with chapters in Africa, the Americas, Asia and Europe.
- Or you get in touch with the GIZ Sector Project Migration and Development – we are happy to support you with mappings, studies or direct contacts to our large network of diaspora associations!

15 for examples of diaspora studies please see www.giz.de/migrationdevelopment
For easy orientation, each tool follows the same structures:

1. **The Tool at a glance**
   
   Background information and short overview of the tool.

2. **Objective**
   
   Which specific potentials and challenges of migrant entrepreneurs are addressed? Description of the objective.

3. **Target group/beneficiaries**
   
   Description of possible target groups and beneficiaries.

4. **Resources, particularities and challenges**
   
   Cost estimations always depend on the local context. Thus, we do not provide estimations, but an overview of items you will need to budget and a table you can fill out yourself.

5. **A step-by-step guide**
   
   Depending on the tool, here you will find either a step-by-step guide on how to prepare the implementation of the tool (process), or an overview of the contents you can provide in the training (or both).

6. **Case study**
   
   Practical examples.

7. **Links to other MITOS-entrepreneurship tools**
   
   Explanation with which other tools this tool can or should be linked.

The MITOS-entrepreneurship tools provide a rough structure and basis for what kind of approaches you can use. However, you will always have to (1) adapt the tool the specific local context and the needs of your target group; (2) develop it in more detail for actual implementation, based on the context and needs identified.

For specific questions, get in touch with the GIZ Sector Project ‘Migration and Development’ (migration@giz.de). The tool(s) will need context-specific adaptation, sometimes external expertise. The Sector Project Migration and Development welcomes your enquiries and is happy to advise and support you in using the tools.
Checklist

Ideally, the process to apply one or several MITOS-entrepreneurship tools comprises six steps. You will find guidance in the following checklist.

<table>
<thead>
<tr>
<th>Steps</th>
<th>Guiding Questions</th>
</tr>
</thead>
</table>
| 1. Clarification       | □ 1.1. Does migration play a role in the country you are working in? Is it relevant for your programme context?  
                      |   - YES: continue to 1.3                                                           |
|                        |   - NO: continue to 1.2                                                             |
|                        | □ 1.2. Does forced displacement play a role in the country you are working in? Is it relevant for your programme context?  
                      |   - YES: continue to 1.3                                                           |
|                        |   - NO: are you sure that neither migration nor forced displacement are relevant? Maybe MITOS-entrepreneurship is not the right toolbox for you! |
|                        | □ 1.3. Have you identified a logic link between entrepreneurship promotion and migration or forced displacement in your programme context?  
                      |   - YES: continue to 2.1                                                           |
|                        |   - NO: if there is no link between entrepreneurship and migration/forced displacement, then maybe MITOS-entrepreneurship is not the right toolbox for you! If you are not sure yet, get in touch with the Sector Project Migration and Development which will help you with the analysis. |
| 2. Orientation and Tool Pre-Selection | 2.1. Objectives you want to achieve  
                      |   - Tap into the potentials migration offers for the country you are working in  
                      |     - You should look into tools: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14 |
|                        |   - Decrease (aid) dependency of beneficiaries (refugees, IDPs)  
                      |     - You should look into tools: 7, 8, 9, 10, (and as a second step also 11, 12, 13, 14) |
|                        |   - Promote (self)employment of a specific target group  
                      |     - You should look into tools: 7, 8, 9, 10, 12 (and as a second step also 11, 13, 14) |
|                        |   - Strengthen the entrepreneurship eco-system for migrant/refugee/IDP entrepreneurship  
                      |     - You should look into tools: 1, 2, 3, 4, 5, 6 |
|                        |   - Promote innovation  
                      |     - You should look into tools: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10 |
|                        | 2.2. Beneficiaries you want to benefit from the activity  
                      |   - Diaspora (migrants, refugees)  
                      |     - You should look into tools: 1, 2, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14 |
|                        |   - Returnees (migrants, free and voluntary, involuntary / refugees, IDPs)  
                      |     - You should look into tools: 3, 6, 7, 8, 9, 10, 11, 12, 13, 14 |
|                        |   - families receiving remittances  
                      |     - You should look into tools: 7, 8, 9, 10, 11, 12, 13, 14 |
|                        |   - arriving migrants, refugees, IDPs  
<pre><code>                  |     - You should look into tools: 1, 6, 7, 8, 9, 10, 11, 12, 13, 14 |
</code></pre>
<table>
<thead>
<tr>
<th>Steps</th>
<th>Guiding Questions</th>
</tr>
</thead>
</table>
| 2.3. Decide on the approach | - Trainers from (private sector) institutions (trainings of trainers)  
- Provide training for government representatives  
- Directly provide training for beneficiaries through your project  
2.4. Legal framework for starting a business, depending on your target group:  
- 2.4.a Is it legally allowed for arriving migrants and refugees?  
  - If YES, continue to 2.5  
  - If NO: MITOS-entrepreneurship cannot be applied  
- 2.4.b Is it legally allowed for returnees?  
  (especially relevant for second generation or those naturalized in the country of destination)  
  - If YES, continue to 2.5  
  - If NO: MITOS-entrepreneurship cannot be applied  
- 2.4.c Is it legally allowed for the diaspora? (no residence in the country)  
  - If YES, continue to 2.5  
  - If NO: MITOS-entrepreneurship cannot be applied  
2.5. Other potential legal issues, relevant for specific tools  
- 2.5.a Possibilities to actively use social media / internet  
  (often there are limitations in this regard, which might limit the use of specific tools)  
  - If YES, continue to 3  
  - If NO: there are potential restrictions to apply tools 8 and 13  
3. Budget  
- 3.1. Is there enough funding available for implementing the pre-selected tool(s)?  
  - If YES, continue to 4  
  - If NO:  
    - Look for external funding  
    - Look for implementing partners --> see 4.1  
    - Re-evaluate your tool selection --> go back to step 2  
4. Planning for Implementation  
4.1. Existing support structures (potential implementing partners)  
- 4.1.a Is there any public support for business start-ups available in general?  
  (not targeting the specific target group (yet), however maybe still relevant like start up advice services, chambers of commerce etc.)  
  - If (arriving) refugees or migrants are your beneficiaries:  
    - 4.1.b Is there any specific support for arriving people (integration) which could be linked to the activity?  
      (public support structures promoting labour market access and entrepreneurship; communal support structures for integration; civil society organisations; diaspora associations..)  
    - 4.1.c Are there any (general, not migration/integration specific) existing networks, incubators you could partner up with?  
  - If returning refugees or migrants or diaspora are your beneficiaries:  
    - 4.1.d Is there any specific support for diaspora / returnees?  
      (from public side, returnee associations and networks etc.)  
    - 4.1.e Are there any (general, not migration/integration specific) existing networks, incubators you could partner up with?  |
### Steps | Guiding Questions
--- | ---
### 4.2. Knowledge about beneficiaries and target group
- Do you know how to reach out to them?
- Are there existing networks that can be used?
- Do you have any idea of their potential?
  - History/experience of entrepreneurship
  - Education and qualifications
- Do you know about the willingness and interest to start a business?

### 4.3. External support for implementation
- Who develops the necessary support material?
  - Yourself?
  - Consultant?
  - Implementing partner?

- If training is conducted: who will provide the training?
  - Yourself?
  - Consultant?
  - Implementing partner?

### To Do
- Set-up your implementation plan:
  - Define beneficiaries and target group
  - Budgetary planning
  - Identification of implementing partner(s): national institutions, NGOs, international organizations, development partners, diaspora associations etc.
  - Identification of national structures to be involved
  - Identification of external support (consultant(s))
  - Reach-out plan for target group / beneficiaries
  - Logistics, if needed
  - Specific steps depending on tool
  - Plan for reporting, monitoring and evaluation

### 5. Realisation | To Do
- Refer to the respective Tool(s)!

### 6. Evaluation and Reporting | To Do
- Make sure to monitor and document the activities
- Set up a system of follow-up, monitoring and evaluation

The GIZ Sector Project “Migration and Development” would be very much interested to get any kind of feedback on the application of the tools!
Further information, useful links and networks

- **Africa Europe Diaspora Development Platform (ADEPT)** [www.adept-platform.org](http://www.adept-platform.org); network of African diaspora associations in Europe.

- **Migration and Development Civil Society Network (MADE)** [www.madenetwork.org](http://www.madenetwork.org); an evolving global civil society movement working and networking to promote policies for the well-being and protection of all migrants and communities.

- **International Diaspora Engagement Alliance (IdEA)** [www.diasporaalliance.com](http://www.diasporaalliance.com), promotes and supports diaspora-centered initiatives in investment & entrepreneurship, philanthropy, volunteerism, and innovation in countries and regions of diaspora origin. IdEA is a non-partisan programme that engages global diaspora communities, the private sector, civil society, and public institutions in collaborative efforts to support economic and social development.

- **Alexander Betts, TEDxVienna** “What if we helped refugees to help themselves?” November 2015 [https://www.youtube.com/watch?v=tIIwodMqtvM](https://www.youtube.com/watch?v=tIIwodMqtvM).


- **CEFE International**, CEFE is a set of training instruments using action-oriented and experimental learning methods to enhance business management and personal competencies of entrepreneurs. [www.cefe.net](http://www.cefe.net).
Sources


While the focus on entrepreneurs and start-ups is certainly important, a vibrant and enabling entrepreneurship ecosystem is essential for them to succeed. Creating an enabling ecosystem is an enormous challenge as all its elements are interconnected. Typical elements of an eco-system are a conducive culture, enabling policies and leadership, availability of finance, quality human capital, business-friendly markets, and a range of institutional and infrastructural supports.

With MITOS-entrepreneurship, we address the following elements through six different tools:

**Mentoring and Advice by Migrant Associations.** Knowledgeable people living in the diaspora who have experience in creating organizations, hiring, and building structures, systems, and controls. This tool addresses the human capital element.

**Establishment of a Business Angels Network.** Capital sources that provide equity capital for companies at a pre-sales stage as well as add non-monetary value, such as mentorship and contacts. This tool addresses the finance element.

**Returnees Alumni Networks.** Organizations that help investors and entrepreneurs network and learn from one another; connect with mentors and provide market access. This tool addresses the human capital and market elements.

**Training for Policy Makers to promote Diaspora Engagement.** Governments (officials) understand more and more the important role of migrant/diaspora/returnee/refugee entrepreneurship and remove structural barriers, act as strong, public advocates of entrepreneurs and entrepreneurship and pass conducive legislation. This tool addresses the leadership and policies as well as institutional and infrastructural supports elements.

**Diaspora Dialogue Platform for Awareness Creation.** Visible success stories that inspire would-be entrepreneurs both in country of origin and destination to start a business. This tool addresses the conducive culture element.

**Partnerships Development.** Assist migrants in identifying, nurturing, and enabling potential business partners in the country of origin. This tool addresses the business-friendly market element.

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Mentoring and Advice by Migrant Associations
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As at August 2017
MITOS-entrepreneurship Tool 1

Mentoring and Advice by Migrant Associations

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1. Tool

**Mentoring and Advice by Migrant Associations – at a glance**

**What?** A “training of mentors” and an information database tool. Interested migrants will be trained in the art of mentoring and the delivery methods (face to face and e-mentoring) as well as join a mentors’ database.

**Why?** To improve the overall success rates of start-ups by matching entrepreneurs with experienced mentors with the know-how, funding and contacts necessary to help them succeed.

**How?** The mentoring can be facilitated face-to-face (one time or ideally over a course of weeks or months), as well as online through e-mentoring using information and communication technologies (ICT) whereby migrant associations play a crucial role in providing the pool of mentors.

**For whom?** This tool is designed for migrant mentors in both their host and origin country (for economically active and retired or semi-retired ones).
Migrants often create potent migrant associations, groups or networks in host countries with both active and retired professionals and entrepreneurs whose knowledge, expertise, and skills can be very valuable to nascent entrepreneurs if transferred through mentorship both in the country of destination and origin.1

Who can be a mentor?

By their profiles, mentors are suitable resource persons with expertise either as entrepreneurs, practitioners or as specialists (e.g. trade, technology).2 They can be college (or vocational, technical or business school) graduates, but it is not a must. Instead of working for pay, they are motivated by their desire to apply their life experiences for start-ups and other institutions and to pass on their expertise. They should be provided with flexibility to mentor full or part-time.

Migrants can register with the Migrant Associations, Returnee Alumni Networks or the sponsoring institutions to be included in the database. Start-ups can access the database which could be physically located in a project as a directory (e.g. printable on demand) or your own website. They can select the appropriate mentors for their specific concerns or be selected by the mentors. Your project/institution and sponsors can offer the service free of charge (especially during the start-up phase) or for a reasonable fee (especially for actual visits).

What is mentoring? How does it work?

Like many other learning delivery methods, mentoring – a valuable learning medium for entrepreneurs – has changed due to the introduction of information and communication technologies (ICT).3 Thanks to ICT, mentoring has become accessible even to very small and tightly-funded projects or organizations. Today, mentoring can be delivered to start-ups and SME via the traditional face-to-face (F2F) method or via e-mentoring. In e-mentoring, the interaction between the mentors and the mentees occurs via social media, e-mail, instant messaging, chats, Skype, podcasts, webinars, audio and videoconferencing, blogs, file exchange, or an online forum. They may be delivered in either synchronous (e.g. real time) or asynchronous ways.

Unlike the F2F, computers and mobile devices in e-mentoring can record the communication between mentors and mentees. Here, mentees receive short-term advice, instruction, or guidance from the mentor to form solutions. The resulting suggestions can be recycled for other SME or start-up clients having similar concerns to use. In fact, mentors can also post the solutions to blogs or online forums for later reuse or for reference. In this way, computers are complementing rather than replacing the traditional F2F ways whose focus continues to be on starting and sustaining the mentor-mentee relationships. In start-up and SME development, four different mentoring types can be distinguished:

One-on-One. This involves a long-term relationship between a mentor and a mentee. The mentor provides not only information but also social and psychological support to the mentee. The development of social competencies is considered as important as the acquisition of new practice, knowledge or skill. Delivery can either be by actual visits (see below), e-mentoring or both.

One-to-Group. In group mentoring, a mentor or group of mentors is matched with a group of mentees. It can be a single or a sustained series of interactions over time. Delivery can either be F2F or a mix.

Ask a Mentor. Usually, this is a single or short-term exchange where a mentee asks a mentor for specific guidance and assistance. Depending on the design, mentees post questions to mentors, who serve primarily as knowledgeable sources of support, guidance and solutions. This is particularly useful for start-ups and SMEs who need straight answers on best practices or key information gaps. However, this mentoring type does not promote socialization of mentees which is deemed important to mentoring relationships.

Actual Visits. The mentor volunteers to visit the start-up founder (mentee) for a short time (say, from a day to two weeks) to conduct thorough diagnostic, observation, recording, interviews and discussions with the clients regarding their concerns. While on assignment, mentors can also perform varying roles (e.g., as coach, tutor, etc.). Mentees can pay for housing and food allowances; your project/institution might defray partially or fully the transportation costs.

The tool is designed to link experienced mentors in the diaspora with nascent entrepreneurs in the country of origin with migrant associations as bridge builders. However, the tool can easily be adapted to a different setting as well:

- for refugee entrepreneurs in the host and origin country.
- for migrants doing business in the host country.
- for returnees doing transnational business.


2. Objective

Specific potentials and challenges of migrant entrepreneurs

Migrants living in the diaspora not only possess investible funds, but also technical expertise (i.e., soft and hard skills or unique competencies or know-how on best practices in technology, operations and logistics, general management, marketing, entrepreneurship, administration, finance, bookkeeping, etc.) that can be shared with SME and nascent entrepreneurs in host and origin countries.

This applies both for economically active migrants and for those who have retired. Typically, a channel to share their expertise to interested parties both in the country of origin and destination is needed. While in the host country a migrant association can fill this gap, in the country of origin a returnee alumni network can play this role. In both cases an information database tool can be utilized to match the need for expertise (demand side) and the mentorship providers (supply side).

What do we want to achieve? EXPERTISE SHARING and MENTORSHIP for NASCENT ENTREPRENEURS

With this tool, your programme/institution will be able to:

- Create awareness among migrants on the value of mentors’ services for SME promotion and development.
- Enable sponsoring institutions (who can be from private sector, government, academia or NGOs) to facilitate, nurture, develop and sustain a network of diaspora mentors for start-ups/SME.
- Stimulate exchange between diaspora mentors and SME.
- Leverage on the existing infrastructure and network of migrant associations.

This tool will enable entrepreneurs to:

- Match with mentors contributing real world experience in their specific market, idea, technology, or industry.
- Acquire additional human capital resources through the mentor’s involvement.
- Gain additional external market validation through the mentor’s feedback, i.e., whether a business idea is feasible or not.
- Benefit from the networks and resources of the mentor(s).

3. Target Group and Beneficiaries

The tool Mentoring and Advice by Migrant Associations is applicable both in countries of origin and destination (see explication under 1) and thereby targets:

- Migrant associations, diaspora experts and entrepreneurs in the country of origin or destination who are willing to assist (or share with) nascent entrepreneurs their technical, managerial and entrepreneurial expertise.
- Sponsoring institutions, such as Diaspora Affairs Offices, Ministry of Trade, etc.
- Local private sector structures such as chambers of commerce, business associations, which can be linked up with diaspora and/or returnee alumni networks so that they can offer new diaspora mentoring services to their clients or members.

---

Beneficiaries are:

- Migrant entrepreneurs in the country of destination.
- Returnee or transnational entrepreneurs in countries of origin.
- Refugee entrepreneurs.
- Families receiving remittances as well as.
- Business partners of migrants in the country of origin.

4. Resources, Particularities and Challenges

Cost Estimation

The following table provides an overview of budgetary items you will need to take into account (non-exhaustive list). As estimations depend very much on the local context, you can use the right column to roughly calculate the necessary budget yourself.

<table>
<thead>
<tr>
<th>Item</th>
<th>Estimated price in local currency</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Must have</strong></td>
<td></td>
</tr>
<tr>
<td>Consultant / Training provider</td>
<td></td>
</tr>
<tr>
<td>Initial planning</td>
<td></td>
</tr>
<tr>
<td>Recruiting and promoting</td>
<td></td>
</tr>
<tr>
<td>Training (F2F)</td>
<td></td>
</tr>
<tr>
<td>Training (e-Learning)</td>
<td></td>
</tr>
<tr>
<td>Database creation, maintenance and monitoring</td>
<td></td>
</tr>
<tr>
<td>Users promotion</td>
<td></td>
</tr>
<tr>
<td>Transportation, accommodation &amp; allowance for mentors (F2F)</td>
<td></td>
</tr>
<tr>
<td><strong>Optional</strong></td>
<td></td>
</tr>
<tr>
<td>Support for migrant association</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
</tr>
</tbody>
</table>

Time Estimation

Depending on the set-up, the mentoring process can vary from a couple of weeks to a couple of months (or even longer). Training preparation can take up to a month. Database creation will also take up to one month while maintenance and monitoring of it shall happen continuously.

Particularities and Challenges

Migrant associations in many cases lack fundamental resources to run the organization effectively and at the same time are involved in many (often philanthropic) activities. Hence, creating and maintaining a mentorship programme may be overwhelming. Support in form of financing, personnel, tools, etc. can be useful or even essential to lower the burden on the association side. However, sustainability has to be taken into account. Thus, ideally, the services offered by a migrant associations (mentoring, advice) are linked to established structures such as chambers of commerce, business associations, business incubators or accelerators so that the services can actually be offered at a market and thus be remunerated.

In order to successfully apply this tool, the following issues have to be taken into account:

---

Plan. You need to gather the support of the sponsoring institutions via a series of presentations and meetings. Sponsors can be recruited from e.g. (a) private sector (e.g., chamber of commerce to enhance their technical services to start-ups and SME or association of consulting firms), (b) government entity (Ministry of Commerce and Industry or Labour and Employment), (c) Academia (business, vocational and technical) or (d) NGO (especially migrant associations and groups providing volunteer services). After establishing MoUs, your project/institution will need to develop the sponsors’ sense of commitment, ownership and even sustainability plans. At the onset, sponsors will meet several times to discuss and decide on: (a) mentors’ qualifications and recruitment; (b) the training and trainers (see below); (c) nature and accessibility of the database; and (d) promoting the service to start-up and SME users. The rules and procedures for mentor assignments, fees, opening and closing of relationships, certification, code of professional standards, etc. should likewise be detailed.

Recruit mentors and users. Select mentors based on their level of expertise, experience, and desire to help new entrepreneurs succeed. Qualified mentors may be recruited via local posters, brochures, presentations or the internet. The service can start with at least 10 mentors on-board the database. Recruits should attend your sponsors’ mentor courses. Similarly, your sponsors can promote the migrant mentor services to start-ups, SME and related support institutions (e.g., banks, NGOs, GOs, money transfer operators, professional associations, internet, etc.).

Train mentors. Despite their qualifications and experiences, not everyone who applies can become a mentor. Your sponsors should offer a three-day (or six afternoons) course on the art and practice of mentoring via F2F in both country of origin and country of destination or via e-learning (see 5.1 for details). Each F2F version should have at least 10 participants while e-learning can be taken by any number at any time and date. Both versions will feature: lectures, role play, brainstorming, group work and simulations. The participants can access a help file and receive the mentoring guides (one for mentors and one for mentees) which contain: (a) practical instructions on how to use the mentoring processes; (b) frequently asked questions; (c) etiquette and professional conduct; (d) detailed mentor checklists, sample activities, blank and sample mentoring plans, etc.; and (e) typical mentoring cases. As the course ends, participants will be given a mentor profile form for the database. The format can be found in 5.2.

Create and maintain the database. The mentor database will contain all the migrant mentors’ profiles together with the start-up or SME needing the services and have not yet been served. Each mentor profile will have a: (a) photo or video, (b) summary of expertise and experiences and (c) types of mentees they like to serve. They will be classified according to: (a) family names, (b) location (address, in case start-ups or SMEs prefer mentors nearest to them), (c) education or technical background, (d) availability (for actual visits or e-mentoring), (e) on- or offline delivery, (f) soft skills (e.g., communication, teambuilding etc.), (g) hard skills (furniture carpentry, craftworks, aquaculture, flower exports, packaging, general management, book keeping etc.), (h) mentoring experiences and (i) others (e.g., languages or dialects spoken). Clients’ inquiry letters will go directly to the mentors of their choice with a blank copy (only for monitoring purposes) to the sponsors. From here onwards, transactions can be confidential. Both parties should have an agreement of the terms and conditions that will signal the beginning of the mentoring process.

Keep in mind to respect data protection requirements!

Monitor. For constant monitoring, the sponsor has to employ database staff that will: (a) update both the printed database and the website registry, (b) monitor the mentor and mentee exchanges, (c) provide a statistical report on the transactions and visitors, and (d) continuous marketing of the service. Your project/institution should maintain a facilitating role throughout. Your project/institution can fund monitoring initiatives on a cost-sharing basis for a year or two.

---

5. Sample Training Outline for Mentoring and Mentor Profile Format

5.1 Sample Training Outline for Mentoring

1. What is Mentoring?
   - The project and the sponsors.
   - Who is a mentor? Preparations and qualifications.
   - Values and benefits of mentoring.
   - Free versus fees.
   - Roles: mentoring, consulting, tutoring, and coaching.
   - Communication and interpersonal skills.
   - Motivation skills, time management and cultural sensitivities.
   - Helping strategies.
   - Gender issues and other cross cutting concerns.

2. Mentoring processes:
   Relations-building and maintenance.
   - Mentoring is relationship.
   - Planning and setting targets.
   - Mentoring types and processes.
   - When relationships begin and end.
   - Planning the first meeting.
   - Setting targets and goals.

3. Mentees: The good, the bad and the ugly.
   - Interpersonal relations.
   - Structure of mentor meetings.
   - Mentees characteristics.
   - The good ones.
   - Dealing with the bad and the ugly.

4. Face to Face Mentoring.
   - Pre-selecting mentees.
   - Services for F2F mentoring.
   - Planning F2F.
   - Concluding the engagement.
   - Confidentiality, privacy and use of privilege information.

5. e-Mentoring.
   - e-Mentoring processes.
   - Managing ‘Ask the Mentor’.
   - Introduction to blogs, chats, forums, etc.
   - Mentors database [Preferably computer and internet aided. Sessions may be extended depending on the needs of the participants].

6. Practice sessions: Managing the process.
   - Two-hour role plays and interactive sessions.

7. Monitoring the mentoring engagement.
   - Tracking the mentoring relationships.
   - Indicators of success.
   - Concluding the mentoring relationships.

   - Mentors’ code.
   - Certification process.
   - The professional mentors practice.
   - Migrant mentors help line and links.

9. Preparing your mentor profile (e.g. the application form for your database or website entry).

10. Closing and certificates.
### 5.2 Mentor Profile Format

<table>
<thead>
<tr>
<th>Name:</th>
<th>Host Country:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Address:</td>
<td></td>
</tr>
<tr>
<td>Phone, Email, Skype:</td>
<td></td>
</tr>
<tr>
<td>Website:</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Date of Birth</th>
<th>Date of Place</th>
</tr>
</thead>
</table>

**Education:** Name of institution and where

**Highest Education level:**
- ☐ High school
- ☐ Vocational/Technical school
- ☐ Bachelors
- ☐ Masters
- ☐ PH.D.

I would like to participate in your Mentoring Programme. I can help in the following areas:

a. Select as many areas you are able to provide mentoring service and

1. Idea Discovery [ ]
2. Idea Validation [ ]
3. Business Model Refinement [ ]
4. Business Scaling [ ]
5. Strategy [ ]
6. Communications [ ]
7. Leadership [ ]
8. Financing [ ]
9. Branding [ ]
10. Marketing [ ]
11. General Management [ ]
12. Logistics and value-chain [ ]
13. Operations [ ]
14. Packaging [ ]
15. Bookkeeping & accounting [ ]
16. Entrepreneurship [ ]
17. Human Resources [ ]
18. Product development [ ]
19. Family business management [ ]
20. Banking and credit [ ]
21. Retail management [ ]
22. Organizational Structure [ ]
23. Others, Specify [ ]

Are you interested to attend the Migrant Mentoring Course?
- ☐ Yes
- ☐ No

Specify: [ ]

Where
- ☐ Country of origin
- ☐ Country of residence

Type of Mentoring Preferred. Please specify your preferences according to the scale [1] Good, [2] Very good or [3] Excellent and for how long you could provide mentoring services:

<table>
<thead>
<tr>
<th>Type of Mentoring</th>
<th>Duration</th>
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<tbody>
<tr>
<td>Face-to-Face</td>
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<td>Actual visit</td>
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<tr>
<td>Social Media</td>
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<td>Skype</td>
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<td>Email and chat</td>
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<tr>
<td>Podcasts</td>
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<td>Video conference</td>
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<td>Blog</td>
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<tr>
<td>Others, specify</td>
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</tr>
</tbody>
</table>

Please specify the characteristics of the mentees you would like to mentor:

Please complete this profile by adding a short description of your mentoring style, experience, and types of problems you are interested to discuss. If possible please also include a passport-size photo (or link to a video of your presentation) as well as your CV. Thank you.
6. Case Study

enpact

enpact (www.enpact.org) was founded in August 2013 in Germany with the aim of strengthening economic relations between young entrepreneurs from the start-up scenes of the Middle East, North Africa and Europe. Their eight-month long international mentoring programme combines traditional one-on-one mentoring with learning opportunities in triangular international working groups of entrepreneurs. The programme fosters both vertical and horizontal knowledge exchange.

A variety of innovative components like entrepreneurs’ camps, start-up safaris, lounges, expert workshops and national roundtables enable the creation of a sustainable network that offers first-hand insights into the working realities of different ecosystems.

The enpact mentoring programme lasts 8 months. During this time entrepreneurs receive coaching by successful entrepreneurs and build their professional network. The cornerstone of enpact’s mentoring programme are 3 start-up camps that take place in different countries. During each camp entrepreneurs get together with fellows from Egypt, Jordan, Morocco, Tunisia (MENA region) and Europe, attend workshops and get mentoring. Most of the horizontal learning and exchange of experience happens in sector-based groups (two entrepreneurs from the MENA countries, one from Europe).

There are three steps of the selection process whereas the entrepreneur’s motivation, feasibility and scalability of their business idea, are the important ones. There are different challenges on different stages of start-up development:

Step 1: Entrepreneurs fill in a short questionnaire, indicating in which stage their start-up is and a 1-liner about their product and website.

Step 2: Entrepreneurs share their CVs, pitch deck, motivation letter and other key documents to convince enpact to be taken into the mentorship programme.

Step 3: Pitch days are carried out in project countries.

The enpact network provides annually approximately 2,500 hours of pro bono coaching and consulting services of mentors and experts. The actual mentoring phase includes three several day long start-up camps in different project countries, monthly roundtables in the national groups, on-going mentoring calls in the teams and in one-on-one sessions. Additionally, enpact organizes monthly events involving local start-up ecosystems, start-up safaris, lounges and pitch-demos. In 2016 alone they have received over 500 applications of which 60 entrepreneurs will become enpact fellows.
7. Links to other MITOS-entrepreneurship Tools

2 - Establishment of a Business Angels Network

While Business Angels can provide the necessary funds to realize a business idea, their advice and mentorship is even more valuable. Members of the Business Angels Network can provide mentorship in different areas ranging from validating business ideas to business model refinement to funding.

3 - Returnees Alumni Networks

Similar to Tool 2, experienced entrepreneurs or professionals in the Returnee Alumni Networks are valuable resources as mentors for nascent entrepreneurs. An established Returnee Alumni Network can play the role of an organizer or facilitator of both the Face-to-Face mentoring as well as mentors database.

6 - Partnerships Development

With the Partnerships Development tool training for joint ventures between migrants and partners in the country of origin is provided, covering different aspects of the business relationship. Mentorship is a great way to learn from each other fast and efficiently.

All Tools Regarding the Four Stages of a Start-up (Tools 7-10)

Entrepreneurs during all stages of a start-up life cycle can immensely benefit from advice, coaching and mentorship of experienced entrepreneurs and professionals. For each stage appropriate mentors should be selected. The mentors not only share their experience and knowledge, but also can provide important contacts, market access and funds.

All Tools Regarding Entrepreneurial Skills (Tools 11-14)

The various entrepreneurial skills are best learnt and applied if the entrepreneurs find experienced mentors who excel in the different skills or are experienced and thus can pass on their knowledge both from a theoretical and practical perspective.
Establishment of a Business Angels Network
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As at August 2017
MITOS-entrepreneurship Tool 2

Establishment of a Business Angels Network

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1. Tool

Establishment of a Business Angels Network – at a glance

What? Analysis of environment, circumstances and potential angel investors; establishment and launch of a business angels network.

Why? to support a conducive environment for investment by matching promising start-ups with angel investors and mentorship they need at the early stages of their growth.

How? a step-by-step guide on (1) how to assess the diaspora community, (2) how to establish the angels network, (3) how to operate the angels network.

For whom? For chambers of commerce, investment promotion agencies and other actors working on improving the business and investment climate in a given country.
The World Bank defines angel investing as “[…] the practice of high-net worth individuals investing their own time and money in new businesses with the goal of profiting from their long-term growth.” Angel investors focus on early stage start-ups, are rather motivated by personal interest and invest own money unlike venture capitalists (VCs) who invest other people’s money and are more motivated by a financial return.

Diaspora individuals and communities can be a source of financial and know-how resources for many emerging economies and an important target group for angel networks to consider when recruiting members. While individual angel investors can contribute significantly in helping start-ups off the ground, a network of angel investors which combines the resources and knowledge of its members, is better equipped to overcome limitations related with individual investing, especially in risky environments, such as emerging markets. Some of the advantages include a higher number of better deals, shared resources, knowledge and risks, and a more powerful voice to create more conducive regulations and policies.

Establishing a network of angel investors can be challenging and there is no best model for success. This tool will support you in establishing and operating an angel network.

2. Objective

Specific potentials and challenges of migrant entrepreneurs

In addition to traditional challenges start-ups face such as lack of adequate funding, limited operational and technical competence among others, there are a number of specific challenges for migrant, returnee and refugee entrepreneurs:

- Start-ups find it difficult to obtain traditional funding from banks which focus on ‘collateral’ based loans or venture capitalists for whom the risk is too high, especially for transnational entrepreneurs who do not have collateral in the country where they are starting a business.

- Lack of business networks due to either having arrived in the host country not that long ago or having lived abroad for a long time.

- Weak support of migrant owned businesses, e.g. lack of (public, private) support programmes to support these specific issues.

At the same time many governments want to:

- Create entrepreneurial ecosystems that produce and support innovative start-up.

Investors seek to accomplish the following:

- Promote job creation and enterprise development.
- Facilitate capacity building and knowledge/technology transfer.
- Create successful partnerships with the private sector.

NOTE

the tool is designed to establish a Business Angels Network among a given diaspora group for start-ups in the respective country of origin. However, the tool can easily be adapted to a different setting as well:

• Business Angels Network in the context of forced displacement, e.g. for reconstruction.


Establishment of a Business Angels Network

Given the specific and personal ties of the diaspora to its country of origin, there is a specific potential for investment and advice for start-ups and entrepreneurs in the country of origin. Potential diaspora investors may be inclined to face higher risks as they are not only interested in profits but also have personal interest to contribute to the economic development in the country of origin.5

What do we want to achieve?
ADVICE, NETWORKS and FUNDING

With this tool, your project or partner institution will be able to:

- Fill the funding gap for entrepreneurs.
- Provide business knowledge, networks and mentorship from the diaspora.
- Organize and develop capacity of start-ups at different stages seeking funding.
- Provide start-ups with visibility and exposure by holding regular pitching sessions.
- Approach Angel Investors and Venture Capitalists to join this angel network.
- Collaborate with business incubators, accelerators and innovation hubs.

3. Target Group and Beneficiaries

The tool Establishing a Business Angels Network is applicable mainly in countries of origin, but can also fit the purpose in host countries (depending on the regional context) and thereby targets.

- Development practitioners who are promoting a conducive business and investment climate, who aim at supporting knowledge and skills transfer as well as diaspora investment and new partnerships between local entrepreneurs and the diaspora.
- Government officials who want to strengthen the engagement and relationship between the diaspora and local entrepreneurs.

Beneficiaries are

- Members of the diaspora who are looking at trade, investment and mentorship opportunities in their home countries.
- Migrant, returnee and refugee entrepreneurs looking for seed funding and mentorship.
- Angel investors and venture capitalists.
- Business partners of migrants’ transnational businesses in the country of origin.

---

4. Resources, Particularities and Challenges

Cost Estimation

Costs vary from country to country based on rates of resource persons and other cost items such as transport, printing, venue etc.

*The following table provides an overview of budgetary items you will need to take into account (non-exhaustive list). As estimations depend very much on the local context, you can use the right column to roughly calculate the necessary budget yourself.*

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<td>Manager and/or administrative support (salary + benefits)</td>
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<td>Website development/maintenance</td>
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<td>Meetings</td>
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<td>Public relations</td>
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<tr>
<td>Programmes/events</td>
<td></td>
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<tr>
<td>Office expenses</td>
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</tbody>
</table>

Particularities and Challenges

Since many diaspora communities are already engaged in supporting family and friends in their respective country of origin, the angel network provides further opportunity to contribute to economic development. In addition to capital, diaspora members can provide expertise and international networks to fill potential gaps in services needed locally, for instance using virtual means.

Countries with unclear or non-existing regulations, limited deal flow, weak institutions, and limited investor protection may discourage the establishment of angel networks. Funding an angel network adequately can be another challenge. **Funding options** include membership fee, percentage of committed capital or pooled funds, sponsorships, events and programmes, and grants.

5. Check lists

5.1. Check list for establishing an Angel Investors Network


Start-ups and entrepreneurs seeking funding would be expected to do the following:

- Complete the templates below which allow investors to clearly understand the risks and opportunities.
- Focus will be on commercial, technical, and regulatory opportunities and challenges.
- Participate in the pitching sessions organized by the angel network.

---

**Investors** would be expected to do the following:

- Pay annual fees to the managing body of the business angels network.
- Participate in the pitching sessions on a regular basis.
- Invest in companies they see fit.
- Invest in one target venture individually, separately or as a group of investors.

The **business angel network** would be expected to do the following:

- Represent themselves or other investors.
- Some investment areas may have legal limitations for diaspora or foreign investors, thus a separation of local, diaspora and foreign investment may be needed.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Tasks</th>
<th>Sub-tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diaspora community assessment</td>
<td>Potential of angel community</td>
<td>Identify human talent and potential investment capacity of the individuals</td>
</tr>
<tr>
<td></td>
<td>Entrepreneurial pool</td>
<td>Identify potential and existing entrepreneurial companies in your community</td>
</tr>
<tr>
<td></td>
<td>Entrepreneurial infrastructure</td>
<td>Determine number and types of support systems</td>
</tr>
<tr>
<td></td>
<td>Service providers</td>
<td>Identify experienced service providers such as lawyers, accountants, marketing experts, etc.</td>
</tr>
<tr>
<td>Follow-on funding</td>
<td></td>
<td></td>
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<tr>
<td>Regulatory environments</td>
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<tr>
<td>Assessment review</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Establishment of the angel network</td>
<td>Membership and culture</td>
<td>Define the desired culture of your network</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Determine membership numbers, criteria, form and tiers as well as geographic location</td>
</tr>
<tr>
<td></td>
<td>Organizational structure</td>
<td>Member-managed or manager-managed organization?</td>
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<tr>
<td></td>
<td></td>
<td>Stand-alone organization or integration with entrepreneurial organization?</td>
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<tr>
<td></td>
<td>Legal structure</td>
<td>Affiliation without formal structure or Non-profit corporation or For-profit company?</td>
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<tr>
<td></td>
<td>Investment structure</td>
<td>Individual investment or Group investment or Sidecar funds?</td>
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<tr>
<td></td>
<td></td>
<td>How to finance your network?</td>
</tr>
<tr>
<td>Activity</td>
<td>Tasks</td>
<td>Sub-tasks</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>------------------------------------</td>
<td>---------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Operations</td>
<td>Launching angel network operations</td>
<td>Aspects which need to be considered:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Whom and how to recruit</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• How to manage communications with members and potential members</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Backgrounds/educational needs</td>
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<tr>
<td></td>
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<td>• Time commitments</td>
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<td></td>
<td></td>
<td>• Meeting structure</td>
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<tr>
<td></td>
<td></td>
<td>• Sponsorship</td>
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<tr>
<td></td>
<td></td>
<td>• Collaboration with other angel networks</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Promotions/public relations</td>
</tr>
<tr>
<td>Identifying deals and investing</td>
<td></td>
<td>• Deal sourcing</td>
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<tr>
<td></td>
<td></td>
<td>• Deal screening</td>
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<td></td>
<td></td>
<td>• Coaching</td>
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<td></td>
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<td>• Company presentations</td>
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<td></td>
<td></td>
<td>• Due diligence</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Investment terms and negotiations</td>
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<tr>
<td></td>
<td></td>
<td>• Disclaimer of liability and risk exposure</td>
</tr>
<tr>
<td>Follow-up relationships and activities</td>
<td></td>
<td>• Taking lead position with board seats</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Mechanisms to access information</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Tracking investments</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Mentorship types, matching, time and additional resources</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Role of angels in exits and follow-on financing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Metrics for measuring success</td>
</tr>
</tbody>
</table>

5.2. Questions for the Business Angels Network regarding the investment climate

▶ Overall question: How can one reduce risks and ensure mutual benefit for all individuals, communities and local business partners involved?

▶ Why investing in emerging markets in general?

▶ How diversified is the local economy? What happens if all investors focus on the same ‘fashionable’ idea; risking a bubble?

▶ How ‘democratic’ and politically stable is the country one is investing in?

▶ How prevalent are the risks of poverty, crime, infrastructure, workforce, national security, political instability, regime uncertainty, taxes, rule of law, property rights, government regulations, government transparency and government accountability?

▶ Where are the main challenges concerning fraud and corruption? And how can they be dealt with in line with my own compliance regulations?

▶ How strong is rule of law when it comes to “foreign” investment and legal protection of entrepreneurs?

▶ How strong are the financial institutions regarding liquidity?

▶ Is the desired investment resource-seeking and export-orientated? If yes, how inclusive is the business model and can ‘green’ operational approaches be applied?

▶ How to deal with local tax authorities?
6. Case Study

Cairo Angels

Established in 2012, Cairo Angels (www.cairoangels.com) has invested more than USD 1.8 million in 15 start-ups to focus on early-stage start-ups across a variety of industries with binding offers being made almost on a quarterly basis. Even though most of Cairo Angels’ investments were in the tech industry, they aim to invest across all sectors with a particular focus on export oriented products and services. Cairo Angels are especially interested in businesses from the agricultural, logistics and energy sectors, and also encourage female entrepreneurs to apply. Since Cairo Angels has co-founded the “MENA Angel Investor Network” they accept regional start-up applications for funding.

The network has 80 members in 6 cities globally. One of its chapters is “London Angels” which engages Egyptians based in London to invest in start-ups in Egypt and in the region. Members meet quarterly at London Business School to watch pitch events in Cairo live via Google Hangout. Of the 12 active members (mostly first time angels), six have invested in at least one company, two have led due diligence from London and two have brought in deals.

The Cairo Angels approach for establishing a diaspora business angel network includes:

- Begin with a strong local network in the country of origin.
- A “champion” and “anchor” angel investors to lead, mobilize networks and provide credibility.
- Utilize technology but make it personal.
- Ensure diaspora and home network ties are strong.
7. Links to other MITOS-entrepreneurship tools

1 - Mentoring & Advice by Migrant Associations

Tool 1 provides entrepreneurs with the know-how, funding and contacts necessary to succeed in business. Experienced diaspora members can be a great source of mentors as well as angel investors for the Angel Business Network.

3 - Returnees Alumni Networks

Members of a Returnees Alumni Network can be both sponsors of the Migrant Innovation Fund as well as mentor and coach the aspiring entrepreneurs.

6 - Partnerships Development

With the Partnerships Development tool, training for joint ventures between migrants and partners in the country of origin is provided. In this context of transnational partnerships the involvement of both investors and mentors increases the probability for success of start-ups.

7 - Entrepreneurship Boot Camp for Idea Discovery

In the Idea Discovery phase entrepreneurs are trying to find out whether their idea is solving a meaningful problem and whether anybody would be interested in paying for their solution. Feedback from experienced investors and mentors to better understand the problems they are trying to solve as well as the market they are trying to address is highly valuable for the entrepreneurs.

8 - Migrant Innovation Fund for Idea Validation

In the Idea Validation phase, entrepreneurs develop a prototype; undertake first attempts to sell their product or service and feel the potential market and its value. The Business Angels Network can provide the needed seed-funding.

9 - Business Model Refinement for Business Efficiency

An important part of the Business Refinement through the “Business Model Canvas” approach is the Channels for Revenue and Costs where the advice of investors and mentors is invaluable.

10 - Accelerator for Business Scaling

In this phase start-ups attempt to drive company growth. Social media can be a very effective way to reach bigger customer bases and reach scale easily and effectively.

11 – Strategy Development

Tool 11 helps entrepreneurs to clearly define their strategy, thus founders know what they are trying to create. Angel investors and mentors will be helpful to formulate a proper strategy statement.

12 - Entrepreneurial Use of Remittances

Tool 12 deals with a training for remittances senders and recipients to improve their financial literacy. Having obtained this training, they can become investors themselves and identify promising entrepreneurs or start-ups through the Business Angels Network.
Returnees Alumni Networks
MITOS-entrepreneurship Tool 3

Returnees Alumni Networks

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1. Tool

**Returnees Alumni Networks – at a glance**

**What?** A network which provides returnee entrepreneurs with the necessary relationships and resources to establish a successful venture in the country of origin.

**Why?** To help returnee entrepreneurs to experience a feeling of social similarity and common destiny; the network serves as a source of advice, referrals, and resources, such as investment, technical and market information; identify new business opportunities; and provide legitimacy to mobilize critical resources.

**How?** The tool provides advice on how to identify potential network members, how to get organized, and how to make the network run and function properly.

**For whom?** For chambers of commerce, investment promotion agencies and other institutions promoting start-ups and investment; government partners; returnee entrepreneurs.
Returnee entrepreneurs, i.e. those who start a business in their country of origin after studying or working abroad, seem to perform worse or no better than domestic entrepreneurs, despite the advantages and potentials discussed in the introductory section and here below. One significant reason is the lack of local social and professional networks while they were abroad. Research suggests that alumni networks seem to be more important for the business performance of returnee entrepreneurs, especially nascent entrepreneurs, than for domestic ones.

Thus establishing an Alumni Returnee Network helps returnee entrepreneurs to experience a feel of social similarity and common destiny; serves as a source of advice, referrals, and resources, such as investment, technical and market information; identify new business opportunities; and provide legitimacy to mobilize critical resources.

2. Objective

Specific potentials and challenges of migrant entrepreneurs

Specific challenges returnee entrepreneurs face:

▶ Lack of local social and business networks due to their time abroad, thus their ventures are likely to perform worse than those established by entrepreneurs who have been in the region all the time.

▶ While work experiences in a specific region can be a source of local social networks for nascent entrepreneurs, returnees tend to have smaller or less effective social networks than fellow local entrepreneurs.

▶ Identifying business opportunities and mobilizing resources can become challenging since part of the returnees’ social networks in the country of origin may have become weakened or outdated.

▶ Due to the lack of market institutions in developing countries, access to information, capital or raw materials, can be complicated, non-transparent or limited. Thus returnee entrepreneurs have to utilize social networks to access those resources.

Specific potentials of returnee entrepreneurs addressed by this tool:

▶ Their experience abroad might help them identify business opportunities that domestic entrepreneurs have missed.

▶ Tacit knowledge of advanced technologies and management practices that may not be accessible for local entrepreneurs.

▶ Potentially acquired internationally recognizable credentials and personal relationships to organize resources required to form a new start-up.

▶ International networks and contacts.


What do we want to achieve? 

The objective of this tool is to:

- Establish a network for like-minded returnee entrepreneurs to access external resources such as information, capital or raw materials.
- Enhance returnee entrepreneurs’ social and business networks in their country of origin which can help them to identify new business opportunities.
- Gain the often lacking legitimacy for nascent entrepreneurs, to mobilize critical resources.

3. Target Group and Beneficiaries

The tool Returnees Alumni Networks is applicable mainly in the country of origin (it can be adapted to different circumstances though - see explication under 1 and the case studies under 6) and thereby targets:

- Development practitioners who are aiming at network-building and promotion of entrepreneurship and employment.
- Investment promotion agencies, chambers of commerce and other institutions promoting private sector development.
- Government officials who want to promote entrepreneurship and who aim at tapping into the potential migration offers to economic development in the country.

Beneficiaries are:

- Returnee entrepreneurs who are looking at trade, investment and mentorship opportunities in their home countries.
- Returnees who want to start either a business in the host country or a transnational business in the country of origin.
- Business partners of migrants’ transnational businesses in the country of origin.
4. Resources, Particularities and Challenges

Cost Estimation

Costs vary from country to country based on rates of resource persons and other cost items such as transport, printing, venue etc.

The following table provides an overview of budgetary items you will need to take into account (non-exhaustive list). As estimations depend very much on the local context, you can use the right column to roughly calculate the necessary budget yourself.

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<tr>
<td>Office expenses (optional)</td>
<td></td>
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</table>

The duration of implementation will vary depending on your objectives: several weeks to establish a loose, informal network to several months for establishing a legally registered, fully professional database and network.

Organisational structure.
The Returnee Alumni Network may be organized formally or informally. If it is formal, administrators, a set of objectives, membership structure, and a constitution is needed. Though not always a must, in some countries there may be legal requirements to register a constitution. In places where alumni are small in numbers, an informal association nominally led by one or two individuals might organize meet-ups from time to time. Depending on the size of the community, the leader(s) can be one person or a committee.

Communications.
Consistent communication whether with members or other stakeholders is essential and can be facilitated through social media groups or pages, newsletters, flyers, posters, postcards, telephone, or alumni portals like “Alumniportal Deutschland”.

Events.
Events for alumni can consist of members’ meetings, weekly/monthly/quarterly luncheons/dinners, pitching competitions, special occasions, etc.
5. A step-by-step guide to establish a Returnees Alumni Network or Association

What does it need?

▶ A **database of returnees**. It is important though to avoid narrow definitions of alumni, for instance excluding people with short-term experience, in order to enable the involvement of a wide range of returnees with critical connections. In some countries individuals may be legally certified as returnees.

▶ A **baseline assessment** to learn about the needs and particularities of the community.

▶ **Identification of returnees** that are enthusiastic and willing to take on the organizational initiative and sustain it. Diaspora or migrant associations can be a useful resource.

**Step 1 – Initial Communication**

▶ Identify organizations and individuals who can provide access to potential members.

▶ Send out a call to join the formation of the network by email, telephone or on social media to all alumni.

**Step 2 – Form an Interest Group**

▶ Gather informally with alumnae to get to know each other.

▶ Have preliminary talks about objectives of the network.

**Step 3 – Getting Organized**

A meeting should be convened of interested alumni to agree upon the network’s objectives and form a committee. A sample agenda might include:

▶ Call to order.

▶ Introductions.

▶ Review general concepts and goals of the Alumni Network.

▶ Outline Alumni Network functions.

1. Communication.

2. Activities.

3. Fundraising.

4. Assistance in Alumni coordinator programming.

▶ Identify short and long term needs.

▶ Establish projected expenditures and dues structure.

▶ Solicit areas of interest and capabilities.

▶ Nomination and election of Alumni Network officers.

▶ Appointment of a committee to draw up the by-laws or organizational outline.

▶ Appointment of other committees and delegation of responsibilities (communications, recognition, events, recruiting, etc.).

▶ Set date, time and location for follow-up meeting.

▶ Adjourn.

**Step 4 – Prepare By-Laws**

Have a committee prepare by-laws for adoption at the next meeting. A sample outline of Alumni Network By-Laws can entail:

▶ Objectives.

▶ Membership.

▶ Officers; duties and powers of officers.

▶ Regular committees; duties and functions of committees.

▶ Meetings and programmes; general timing of meetings.

▶ Dues; members to association, control of funds.

▶ Communication – regular; content and timing of newsletters.

▶ Major activities and work projects; social functions, traditionally-sponsored events.
Step 5 – The Follow-Up Meeting or Event

A launch event should be organized with broad appeal to attract as many alumni as possible.

- This meeting is crucial. If the alumni can see results, they will continue to serve on the Alumni Network.
- Other alumni and new contacts who could not attend the first meeting should receive invitations.
- The Association by-laws should be adopted at this meeting as well.

Step 6 – Financing an Alumni Network

The question of financing can be a major obstacle for a new Alumni Network. Financing can be obtained through:

- Membership fee.
- Donations.
- Fundraising campaigns.

6. Case Studies

(1) Quality Management Network Zambia (QMNAZ)

The Quality Management Network Zambia (QMNAZ, https://www.alumniportal-deutschland.org/en/members/alumni-networks/quality-management-network-zambia-qmnaz/) was founded by Quality Management students trained in Germany, sponsored by Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ) between 2002 to date. It is an association of professionals with experience and/or qualification in quality management systems, environmental management systems, food safety management and occupational health and safety management systems.

While GIZ remains a strategic partner and sponsor, QMNAZ has widened its membership to other interested and trained individuals working in the Quality Management profession who are accepted as affiliate members.

QMNAZ promotes and supports Quality Management initiatives within Zambia in particular and the Southern African Development Community (SADC) region in general. The network operates with the mission to promote Quality Management in Micro, Small and Medium Enterprises in Zambia and the SADC region.

In addition to media coverage, QMNZ publishes information and material on its website as well as in brochures and public relations materials. Its activities include presentations at exhibitions and trade fairs as well as network promoting and advocacy programmes throughout Zambia.
Services and Activities carried out by QMNAZ include:

▶ Promotion of the implementation of ISO standards in business organizations in Zambia and the region.
▶ Awareness creation through seminars, workshops in the field of Quality Management to make stakeholders in the industry aware of the necessity to get standard certification.
▶ Provision of consultants related to quality, environment, occupational health & safety and food safety management.
▶ Research in the field of Quality Management.
▶ Provision of a platform for sharing knowledge on developments in the field of Quality Management and facilitate training in this field.
▶ Provision of the Quality Management expertise and advice to the Zambian industry.

Some of QMNAZ’ ongoing and completed projects are:

▶ Interactive Meeting on the National Quality Policy and Economic Partnership Agreements (EPAs).
▶ Guide for the Implementation of Food Safety & Quality Management System in MSME’s.
▶ Report on Train for Trade GIZ Alumni Networks exhibition at the Agriculture and Commercial Show in Lusaka, Zambia.

(2) Alumniportal Deutschland

A different example of an alumni network with a host country – perspective is the Alumniportal Deutschland (www.alumniportal-deutschland.org) which is a social network, aiming at promoting networking and information sharing among Germany-alumni, companies, universities and organisations. It allows its registered members to get in touch with people who have lived, studied, conducted research and/or worked in Germany from around the world, as well as companies in order to discuss specific issues, develop skills and just benefit from each other’s expertise.

The cooperation project is headed by GIZ and involves Alexander von Humboldt – Foundation, the German Academic Exchange Service, Goethe-Institut. It is funded by the German Federal Ministry for Economic Cooperation and Development and supported by the Federal Foreign Office.

7. Links to other MITOS-entrepreneurship tools

1 - Mentoring and Advice by Migrant Associations

Migrant associations are useful resources to identify potential returnees who can join the Alumni Network as well as guide and mentor the returnee entrepreneurs.

6 - Partnerships Development

The Returnee Alumni Network can play a vital role to build a bridge for transnational business relations as it brings people together with experiences in different cultures.

All Tools Regarding the Four Stages of a Start-up (Tools 7-10)

The returnee entrepreneurs are likely to be in either one of the four stages of a start-up life cycle. Thus these tools can help the Returnee Alumni Network to provide tailored support for entrepreneurs in the different stages.

13 - Communication through Social Media

Consistent communication is critical for the success of this tool, thus an interactive training in social media use helps the Returnee Alumni Network to effectively communicate with members and other stakeholders.
Training for Policy Makers to promote Diaspora Engagement
Training for Policy Makers to promote Diaspora Engagement – at a glance

**What?**  A training for policy makers to design enabling policies for diaspora engagement.

**Why?**  To improve the enabling environment in the country of origin in order to maximize the engagement of the diaspora and its impact on development.

**How?**  Training for policy makers to create policies considering best practices, challenges and lessons learnt from other parts of the world while taking local realities into consideration.

**For Whom?**  Policy makers (e.g. Ministry of Foreign Affairs, Ministry of Trade and Industry, Diaspora Desk/Office etc.).
Enabling policies in the country of origin are an important condition for diaspora to engage. These policies (e.g. diaspora strategies) are being enacted in many countries; however, often the implementation is weak as strong institutions are lacking. Strengthening policy makers and the often newly-formed institutions will support an enabling environment for diaspora to engage in the origin country’s development.

The training for policy makers to design enabling policies for diaspora engagement consists of three major blocks: (1) developing a roadmap for effective diaspora engagement, (2) reducing barriers of engagement and (3) identifying focus areas.

Developing a roadmap for effective engagement. This part deals with identification of goals and capacities of government and other stakeholders; understanding diaspora needs, challenges and potentials; ways to build trust between the diaspora and the government; lessons from best practice diaspora policies; as well as monitoring and evaluation.

Reducing barriers. This block helps the participants to identify legislation and regulations that hinder or encourage mobility between home and host countries, as well as diaspora engagement in the socio, political and economic development.

Identifying areas of focus. Diaspora policy is multi-faceted and wide. Thus this part aims at supporting participants to identify areas of greatest interest to them, such as remittances, investment, knowledge and technology transfer, etc.

2. Objective

Specific potentials and challenges addressed

Migrants contribute to the economic development in their countries of origin through remittances, knowledge and technology transfer and reducing poverty while filling employment gaps in destination countries if conducive policies are in place. However often times, both in countries of destination and countries of origin, either policies that protect the rights and interests of the diaspora are lacking; or policies are in place but institutions are not able to implement them properly. This tool promotes the development of an enabling environment for diaspora engagement in the country of origin.

What do we want to achieve?

POLICIES TO STRENGTHEN DIASPORA ENGAGEMENT

The objective of this tool is to equip policy makers with the necessary know-how and tools to strengthen diaspora engagement and contributions by understanding how to design and implement policies and programmes for entrepreneurs and investors.

This tool enables policy makers to:

▶ Learn about best practices from around the globe.
▶ Develop viable options for policies and programmes.
▶ Apply a practical guide to develop a strategy for long-term engagement.
▶ Identify goals and capacities of government and other stakeholders.
▶ Understand diaspora needs, desires and potentials.
▶ Build trust with the diaspora.
▶ Learn to monitor progress and measure impact of their intervention.


3. Target Group and Beneficiaries

The tool *Training for Policy Makers to promote Diaspora Engagement* targets:

- Development practitioners (e.g., programmes which aim at promoting entrepreneurship and employment) and their government partners (policy makers from e.g., Diaspora Desks, Diaspora Affairs Offices, Ministry of Foreign Affairs, Ministry of Trade, etc.).

It is applicable both in countries of origin and destination. Specific beneficiaries include:

- Policy makers who want to strengthen the engagement and relationship between the diaspora and the government.
- Migrants living in the diaspora (who want to start a business either in the host country or a transnational business in the country of origin).
- Returnees.
- Families receiving remittances.
- Business partners of migrants’ transnational businesses in the country of origin.

4. Resources, Particularities and Challenges

**Cost Estimation**

Costs vary from country to country based on rates of resource persons and other cost items such as transport, printing, venue etc.

The following table provides an overview of budgetary items you will need to take into account (non-exhaustive list). As estimations depend very much on the local context, you can use the right column to roughly calculate the necessary budget yourself.

<table>
<thead>
<tr>
<th>Item</th>
<th>Estimated price in local currency</th>
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<tbody>
<tr>
<td><strong>Must have</strong></td>
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<tr>
<td>Consultant / Training provider</td>
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<td>Venue &amp; refreshments</td>
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<tr>
<td>Training materials &amp; equipment</td>
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<tr>
<td><strong>Optional</strong></td>
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<tr>
<td>Transportation</td>
<td></td>
</tr>
<tr>
<td>Accommodation</td>
<td></td>
</tr>
</tbody>
</table>

**Time Estimation**

The training takes only a couple of days, the preparation and follow up phases may take from a couple of weeks to a couple of months.

**Challenges** include:

- Data collection on diaspora, especially when mistrust between government and majority of diaspora exists.
- Many policies and programmes are developed without involving the diaspora.
5. Sample Contents for Policy Makers  
Training for Designing Enabling Policies

<table>
<thead>
<tr>
<th>Title</th>
<th>Enabling Policies through Training for Policy Makers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objectives</td>
<td>The workshop will enable participants to:</td>
</tr>
<tr>
<td></td>
<td>• Learn about best practices from around the globe.</td>
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<tr>
<td></td>
<td>• Develop viable options for policies and programmes.</td>
</tr>
<tr>
<td></td>
<td>• Apply a practical guide to develop a strategy for long-term engagement.</td>
</tr>
<tr>
<td>Target group</td>
<td>Policy makers who want to strengthen the engagement and relationship between the diaspora and the government.</td>
</tr>
<tr>
<td>Duration</td>
<td>3 days.</td>
</tr>
<tr>
<td>Methodology</td>
<td>Moderation techniques.</td>
</tr>
<tr>
<td>Contents</td>
<td>Block I: Developing a roadmap for effective engagement</td>
</tr>
<tr>
<td></td>
<td>• Identification of goals and capacities of government and other stakeholders.</td>
</tr>
<tr>
<td></td>
<td>• Understanding diaspora needs, challenges and potentials.</td>
</tr>
<tr>
<td></td>
<td>• Ways to build trust between the diaspora and the government.</td>
</tr>
<tr>
<td></td>
<td>• Lessons from best practice diaspora policies.</td>
</tr>
<tr>
<td></td>
<td>• Monitoring and evaluation.</td>
</tr>
<tr>
<td></td>
<td>Block II: Reducing barriers</td>
</tr>
<tr>
<td></td>
<td>• Identification of legislation and regulations that hinder or encourage mobility between home and host countries, as well as diaspora engagement in the political and socio-economic development.</td>
</tr>
<tr>
<td></td>
<td>Block III: Identifying areas of focus</td>
</tr>
<tr>
<td></td>
<td>• Identification of areas to focus such as remittances, investment, knowledge and technology transfer, etc.</td>
</tr>
<tr>
<td></td>
<td>• Planning for participation on future trainings.</td>
</tr>
</tbody>
</table>
| Trainers                                   | Lead Trainer (Assistant Trainer)  
Trainers must have facilitation skills and should have attended a short training of trainers specific for this tool (unless they are experienced in this specific topic). If it fits the context and is accepted by participants, a trainer from the diaspora might be useful. Trainers can also make use of participants' ideas for future activities and also motivate them to attend other programmes (if provided).  |
| Expected outcome                           | • Participants know how to design and implement enabling policies for diaspora engagement.                                |
|                                            | • Participants get interested in other MITOS-entrepreneurship tools (if provided).                                            |
Training for Policy Makers to promote Diaspora Engagement

Further resources:


Figure 1: example of a “Diaspora engagement roadmap” (source: GIZ, based on Agunias, Newland (2012) and Aikins, White (2011))
6. Case Study

Capacity Building Training Workshop for Policymakers Serving in the Newly Formed Diaspora-Oriented Ministries in Africa – by African Diaspora Policy Center* (ADPC)

From 24-28 November 2014, the African Diaspora Policy Centre (ADPC), in collaboration with the United Nations Economic Commission for Africa Capacity Development Division (UNECA-CDD), organized the fourth capacity building training workshop for policymakers serving in the newly formed diaspora-oriented institutions in Africa (the entire programme running from 2009-2015, http://www.diaspora-centre.org/wp-content/uploads/2013/10/ADPC-Migration-and-Development-Training-Programme.pdf). The workshop was held at the UNECA conference centre in Addis Ababa. Twelve senior government officials tasked with overseeing migration and development related matters in their respective countries participated in this fourth edition of the workshop. The participants represented diverse countries and regions on the continent, specifically: Ethiopia, Mauritius, Mozambique, Namibia, South Sudan and Zambia. In addition, two prominent members of the Ethiopian diaspora civil society community attended the workshop.

The key objective of the programme was to improve the skills of diaspora-oriented policymakers in terms of designing effective policy instruments to facilitate the integration of diaspora-driven development into the national development agenda in their respective countries.

The rationale behind the training programme was based on a significant shift in recent years with regard to how African governments perceive their overseas diaspora. Diaspora are increasingly seen as actors who can make a significant and positive contribution to the development of their homelands, not only in terms of financial transfers (remittances) but also in terms of transferring knowledge and skills, promoting trade and foreign direct investment (FDI), philanthropy and spurring entrepreneurship. Consequently, this capacity development training programme was developed to respond to capacity deficits affecting the performance of the emerging diaspora-oriented government institutions tasked with overseeing diaspora engagement in development related matters.

The programme was designed to provide participants with:

- A better understanding of the nexus between migration and development by exploring the most recent insights and developments tailored to their specific policymaking needs in the field.
- A platform for best practices and ‘lessons learned’ about leveraging diaspora potential for homeland development across countries and continents.
- Hands-on tools to enhance technical policymaking capabilities of officials, enabling them to design and implement national diaspora policies.
- Guidance on facilitating the institutionalization of diaspora relations and the integration of diaspora-driven development into a national development agenda.
- Strategic insights necessary for the development of effective regional policy approaches to migration and development that can foster alliances and strategic partnerships between countries.

The applied methodology combined a mix of theoretical discourse, best practice cases and technical capability for policy development. It was facilitated by a team of experienced international experts in the field of migration and development.

Since its inception, the curriculum of the training programme has been designed and adapted to respond directly to the policymaking needs of African government officials working on migration and development topics, specifically diaspora engagement and mobilization. A number of these needs were very similar across the African continent, while others were more context-specific and related to a country’s history or to its current socioeconomic and political climate. ADPC selected two officials from each of the six participating countries according to criteria that reflected the diversity of migration and development issues between stable, transitional and more fragile countries. These criteria included policymaking experience and seniority, educational background and gender representation.

* ADPC is an African diaspora think tank based in The Hague, Netherlands, www.diaspora-centre.org
Based on an interactive evaluation session that was conducted among all participants on day five of the training, the following lessons were drawn:

- Participants need time to digest information.
- South-South exchange works.
- Role-playing exercises work best when focused.
- Appreciate the (formal and informal) institutional settings.

7. Links to other MITOS-entrepreneurship Tools

5 - Diaspora Dialogue Platform for Awareness Creation

The tool Awareness Creation through a Diaspora Dialogue Platform aims both to create a better understanding between government and diaspora as well as build trust which in return will enable policy makers to craft policies that consider the needs and challenges of the diaspora.

6 - Partnerships Development

With the Partnerships Development tool training for joint ventures between migrants and partners in the country of origin is provided, covering different aspects such as business contract, role division, controlling, reporting, and communication. This tool enables policy makers to better understand the particularity of such partnerships.
Diaspora Dialogue Platform for Awareness Creation
Design

Diamond media GmbH, Neunkirchen-Seelscheid/ Germany
www.diamond-media-pr.de

Printed by

XXX

Photographs

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Page 4: © GIZ/ Michael Kottmeier
Page 6: © GIZ/ Nicole Herzog

As at August 2017
MITOS-entrepreneurship Tool 5

Diaspora Dialogue Platform for Awareness Creation

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1. Tool

Diaspora Dialogue Platform for Awareness Creation – at a glance

What? A forum between the diaspora (potential and actual entrepreneurs) and government bodies to (1) share information about administrative framework, support structures etc.; (2) identify and communicate the diaspora’s needs; (3) exchange success stories and challenges of starting a business in the migration context both in countries of origin destination.

Why? To create a better understanding between government and diaspora and to build trust.

How? While the dialogue can happen face-to-face (one time or a series of events), the emergence of information and communication technologies (ICT) further eases the communication and can increase participation and facilitate continuation of the dialogue.

For whom? For government partners (in order to better get to know and understand the diaspora and its needs); for diaspora (potential) entrepreneurs (in order to better understand the administrative framework, rights and obligations, existing support structures).
Despite the increasing recognition of governments of the valuable contributions of the diaspora to the social, economic and political development of a country, very often there is a lack of adequate channels of communication between the government and the diaspora – a usually very heterogeneous group of people dispersed in many host countries. This heterogeneity of the diaspora also makes it difficult for the origin countries' governments to identify the needs and potential of diaspora entrepreneurs.

At the same time, there exist few options for diaspora entrepreneurs to interact with government officials, express their needs and challenges, but also about incentives and regulations regarding investment and trade. Also, few channels exist to communicate with other, maybe more experienced diaspora or returnee entrepreneurs to learn from successes and failures.

2. Objective

Specific potentials and challenges of migrant entrepreneurs

After having spent a long time abroad, migrants might not be aware (anymore) of the specific administrative procedures in the country of origin to start a business, the sector-specific opportunities arising from development efforts in the country (see e.g. the case study on Ethiopia’s ICT sector) or government support for entrepreneurs. The government at the same time might not know exactly what the diaspora – a heterogeneous group of people living in different host countries – exactly needs in order to successfully start a business and to invest.

Lack of trust between the two groups is an often observed issue as well, which can easily be addressed by improving transparency through open communication and exchange.

By organizing a Diaspora Dialogue, a face-to-face forum combined with a live stream over the web and other social media exchange, engagement and relationship between members of the diaspora, returnees and the government and development practitioners can be strengthened; opportunities and challenges discussed and best practices shared. The important part in order to really contribute to trust building as well as plain information sharing will be to continue the initiated dialogue.

The tool is designed to strengthen the dialogue and exchange between government of the country of origin and the diaspora in the host country. However, the tool can easily be adapted to a different setting as well:

- Dialogue between host country government and refugees.
- Dialogue between host country government and (arriving) migrants.
- Dialogue between country of origin government and returnees.

What do we want to achieve?

INFORMATION and TRUST BUILDING

The objective of this tool is to create an information exchange platform that sensitizes governments about the specific challenges and opportunities of diaspora entrepreneurs while enabling entrepreneurs to learn about government incentives and regulations as well as learn from fellow entrepreneurs.


This tool...

▶ Promotes visibility around opportunities and challenges concerning diaspora entrepreneurs.

▶ Promotes experience sharing between local/international entrepreneurs and government representatives.

▶ Enables the potential formation of public-private partnerships.

▶ Enables diaspora members to articulate the type of engagement they intend as well as level of capacity and their specific needs in terms of support structures.

▶ Promotes interaction and to hear from various diaspora members, their successes, challenges and failures of doing business, investment and trade.

▶ Allows government officials to describe opportunities, incentives and legislations for the diaspora.

3. Target Group and Beneficiaries

The tool Diaspora Dialogue Platform for Awareness Creation is applicable both in countries of origin and destination (see explication under 1) and thereby targets

▶ Development practitioners who are looking for new partnerships to strengthen a public-private dialogue and thereby promote entrepreneurship and employment.

▶ Government officials who want to strengthen the engagement and relationship between the diaspora and the government.

Beneficiaries are

▶ Members of the diaspora who are looking at trade, investment and mentorship opportunities in their home countries.

▶ Diaspora members who want to start either a business in the host country or a transnational business in the country of origin.

▶ Returnees.

▶ Business partners of migrants’ transnational businesses in the country of origin.
4. Resources, Particularities and Challenges

Cost Estimation

Costs vary from country to country based on rates of resource persons and other cost items such as transport, printing, venue etc.

The following table provides an overview of budgetary items you will need to take into account (non-exhaustive list). As estimations depend very much on the local context, you can use the right column to roughly calculate the necessary budget yourself.

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<tbody>
<tr>
<td><strong>Must have</strong></td>
<td></td>
</tr>
<tr>
<td>Event host / moderator</td>
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<tr>
<td>Venue</td>
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<tr>
<td>Catering</td>
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<tr>
<td>Event documentation</td>
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<tr>
<td>IT support for web-conference solution</td>
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<tr>
<td>Costs for equipment and internet for live streaming</td>
<td></td>
</tr>
<tr>
<td><strong>Optional</strong></td>
<td></td>
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<tr>
<td>Per diem for speakers and panelists</td>
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<tr>
<td>Travel costs for speakers and panelists</td>
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<tr>
<td>Give aways (pens, notepads etc.)</td>
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<tr>
<td>Moderator for social media exchange</td>
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<tr>
<td>(if dialogue shall be continued online)</td>
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</tr>
<tr>
<td>Communications officer for further exchange</td>
<td>(email, phone etc.) with diaspora enquiries</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
</tr>
</tbody>
</table>

Time Estimation

The Diaspora Dialogue can take place monthly, every three or six month. Event preparation can take up to a month. It will be essential to have a direct follow-up after the first event in order to prove that the Dialogue is not a one-time-event but that all partners involved are interested in establishing a trustful relationship based on transparent information exchange.

Particularities and Challenges

A good moderator and thematic focused forums are essential to maximize the outcome of the Diaspora Dialogue, both at the physical event as in social media fora. Furthermore technology competent persons for establishing live streaming and social media engagement are necessary in order to broaden the target group reached. Furthermore, a close follow-up and continuation of the dialogue is needed in order for it to have a larger impact in terms of trust building, continuous information exchange etc.
5. A step-by-step guide to organize a Diaspora Dialogue

Step 1: Planning the Dialogue
- Define the purpose of the Diaspora Dialogue.
- Identify host and facilitator.
- Set a realistic time line for realization.
- Determine date, time, and location of Diaspora Dialogue.
- Identify the participants to invite to the Diaspora Dialogue.
- Identify potential partners and get engaged with them.
- Speak about follow-ups with your partners: what could be next steps, once the first Dialogue is finished?

Step 2: Outreach
- Identify and invite diaspora, government officials and development practitioners to the Diaspora Dialogue.
- Invite and confirm speakers and panellists.
- Announce Diaspora Dialogue, invite local media.

Step 3: Prepare Diaspora Dialogue
- Set up location.
- Arrange for catering.
- Prepare handouts (optional).
- Determine mechanism for networking (coffee breaks for spontaneous networking; moderated networking, specific working groups etc.).
- Prepare attendance list.
- If workshop is appropriate, prepare notes with key issues for each working group.

Step 4: Diaspora Dialogue
- Welcome, introduction, agenda, evaluation forms.
- Moderator supervises timing of agenda, speakers and panels.
- If possible live stream event – make sure reactions, questions and remarks from online-participants are taken into account during discussions.
- Document event.
- Cover event on social media.
- Create a written report of event.
- Thank you notes to participants and closing.

Step 5: Follow-Up and Continuous Dialogue
- Distribute written report of event to participants.
- Engage with participants (and wider networks) via social media communication channels.
- Plan for next event.
- Optional for government partners: plan on how to involve your embassies and consulates in the communication with the diaspora by e.g. organizing smaller events in the most important host countries.
6. Case Study

The Ministry of Communication and Information Technology (MCIT) in Ethiopia holds a Diaspora Dialogue every 3 months. The first event took place in January 2012 (http://www.mcit.gov.et/web/english/workshops/-/asset_publisher/2nNa1NPuX3PB/content/workshop-on-ict-investment-opportunities-in-ethiopia-diaspora-dialogue). The half day Diaspora Dialogue was organized both as a physical meeting in Addis Ababa and a web conference and was attended by diaspora representatives from the USA, Canada, Germany, UK and Australia. While government representatives, among others the minister for Communication and Information Technology held presentations about investment opportunities in the ICT sector in Ethiopia, diaspora and local companies held presentations about local innovations, mentorship, business incubation and public-private partnerships. The presence of the minister himself highlighted the importance the government is giving to the Diaspora Dialogue and the importance of the diaspora for – in this specific case – the development of the ICT sector in Ethiopia.

7. Links to other MITOS-entrepreneurship tools

3 - Returnees Alumni Network

The Returnee Alumni Networks tool provides returnee entrepreneurs with the necessary relationships and resources to establish a successful venture in the country of origin. An established Returnee Alumni Network can play the role of an organizer or facilitator of a Diaspora Dialogue.

4 - Training for Policy Makers to promote Diaspora Engagement

While the Diaspora Dialogue tool enables to create a better understanding between government and diaspora, the Training for Policy Makers tool will help policy makers to craft policies that are based on the needs of the Diaspora and returnees as a result of the Diaspora Dialogue.

6 - Partnerships Development

With the Partnerships Development tool training for joint ventures between migrants and partners in the country of origin is provided, covering different aspects such as business contract, role division, controlling, reporting, and communication. By being part of the Diaspora Dialogue partners can create awareness for the particularity of such partnerships.
Partnerships Development
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As at August 2017
MITOS-entrepreneurship Tool 6

Partnerships Development

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1. Tool

Partnerships Development – at a glance

What? Training for joint ventures between migrants and partners in the country of origin, covering different aspects such as business contract, role division, controlling and reporting, communication.

Why? This tool aims to assist migrants in identifying and establishing partnerships in the country of origin and enable them to manage the partnership in distance.

How? A training that consists of the modules; partnership for migrants, partnership for local partners, legalizing partnership agreements and joint venture.

For Whom? For migrants in search of SME partners in their respective countries of origin; start-ups or existing SMEs in search for migrant investors or partners in their businesses and partner organisations.
As migrants are often economically active in a transnational manner, they tend to partner up with business partners in either the country of origin or host country. Legally, a partnership is a business entity where partners (or owners) share with each other the losses or profits accruing thereof. There are many reasons why migrants prefer this type over others like single proprietorship or corporations. Tax-wise, partnerships do not generally incur a tax on profits before it is distributed to the partners (i.e. there is no dividend tax levied). However, depending on the partnership structure and the jurisdiction in which it operates, partners may be exposed to greater personal liability than they would as shareholders of a corporation. Finally, partnerships are easier to form and require less paper works than corporate entities.

In using this tool, your partner organisation and your project/institution will develop the capacity to offer three types of learning interventions to both migrants seeking partners and locals seeking migrant partners. Briefly, these are:

**Partnership for migrants.** This three days full-time training is aimed at migrants and will strictly consider the migrants’ perspective. Tentatively, its contents will include: (a) assessing expectations, (b) who could be potential partners, (c) partner search strategies (website, professional partners, existing SME, other tools in this manual, etc.), (d) personal and business competencies, (e) business basics (what is partnership, division of responsibilities, rights and obligations, remote control management, reporting, etc.), (f) conflict resolution and management, (g) success factors in selecting a partner, (f) bonding, (j) the question of money, (j) rules and procedures, (k) writing the partnership agreement, and (l) nurturing the partnership. The training should give advice on making the on-going partnership work (e.g., regular interaction, including face-to-face meetings to solidify the partnership, plan for the future and build joint commitment to the vision). The training can be offered either by a government training entity, a chamber of commerce’s training arm or a migrant support NGO. At a later stage, this could be offered via an e-learning option.

**Partnership for local partners.** This is a mirror image of the migrants’ version but addressing locals seeking migrant partners. The training should give advice on how to make the partnership work (e.g., having the same vision, defining business roles, avoiding the 50–50 split, hold regular partner meetings, create a written partnership agreement, etc.) and pitfalls to avoid (e.g., sharing capital instead of expenses, partnering instead of hiring, expecting friend-

ship to outlast the breakup of the partnership, having a 50/50 partnership, etc.). Optionally, a market place session linking Partnership for migrants and the Partnership for local partners can be planned to simulate a migrant seeking partners and locals seeking migrant partners’ behavior. The training may be offered by a vocational, technical or business school.

**Legalizing partnership agreements.** This one-day training addresses the partners who are about to enter into a formal partnership agreement. The entire session is handled by a qualified lawyer who can help sort out the legalities of each type of partnership (See Annex 1). The lawyer can also provide a properly drafted partnership agreement with the following elements: (a) amount of equity by each partner; (b) type of business, (c) how profits and loss will be shared, (d) partners’ pay and compensation, (e) distribution of assets on dissolution, (f) provisions for changes or dissolving the partnership, (g) dispute settlement clause, (h) settlement in case of death or incapacitation, (i) restrictions of authority and expenditures, (j) length of partnership, and (k) others like force majeure, etc. The agreement should also address not only the structure of ownership but also an exit strategy, i.e., what happens when one partner leaves (or wants to leave)? When it comes to partnerships, the exit strategy can be just as critical as the ownership structure itself. Partners should always prepare for the worst while hoping the best. The training may be offered by a vocational, technical or business school in collaboration with a law firm. It should also go hand-in-hand with other MITOS-entrepreneurship tools.

**Joint venture.** An alternative for migrants wishing to enter into a partnership for a well-defined project, transaction (e.g. to bid jointly on a project), trade opportunity or innovation is a joint venture. A joint venture is akin to a general partnership but it is framed for one common aim and for a specific time. This is a three-day advanced training for migrants and their partners who are joint-venturing. A typical training will contain the following topics: (a) what is joint-venturing? (b) competency check for the partners, (c) what is being shared? (d) sharing rules and procedures, (e) elements of the joint venture agreement, (f) formulating joint venture agreements (workshop), (g) analyzing success, (h) reviewing the agreement: what else can go wrong?, (i) conflict resolution and management, and (j) financial and tax implications. This can be offered either by a government training entity or a chamber of commerce’s training arm.

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Note that the trainings will be offered independently but your project should ensure that the participants are properly registered in a database, so an online network of migrants seeking partners and locals seeking migrant partners can be provided as an add-on value to the trainings.

2. Objective

Specific potentials and challenges addressed

Over time, many migrants will need investment avenues to ensure having something to return to or retire on. Some observers report that every year, a significant percentage of migrants (plus their immediate families) do invest in some economic and social activities in the origin country. In fact, much of their investments remain outside the official financial and business systems.

In a migration context, people often tend to trust their relatives (or childhood friends) more than anyone else when it comes to investment decisions. Problems can arise when relatives do not have any training or managerial experience. Trust alone is not sufficient in selecting business partners and in cases where problems arise; migrants are often hesitant to involve authorities or family outsiders.

Looking for business partners can pose a tough challenge for migrants. When they decide not to rely on family as business partners, they face the problem of finding a trustworthy partner in the countries of origin, and once a reliable partner found, they might both consider training in how to handle a long-distance business partnership, how to run a joint venture etc.

What do we want to achieve?

TRANSLATIONAL PARTNERSHIPS

With the tool Partnerships Development, your project/institution will be able to:

- Assist migrants in identifying, nurturing, and enabling potential start-up or SME business partners in the countries of origin.
- Provide trainings for migrants to facilitate the management of the partnership on distance.
- Enable partner institutions to sustain the training offer to migrants in search of start-up or SME partners.

The tool is designed to promote translational business partnerships, especially for joint ventures between migrants and partners in the country of origin. However, the tool can easily be adapted to a different setting as well, e.g. for returnees engaged in transnational businesses in their former host country.

NOTE

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3. Target Group and Beneficiaries

The tool targets:

▶ Migrants in search of SME partners in their respective countries of origin.
▶ Start-ups or existing SMEs in search for migrant investors or partners in their businesses.
▶ Partner organisation (a government training or a migrant workers support) entity, a school (vocational, technical and business), a chamber of commerce’s training arm or migrant support NGOs.

Beneficiaries include:

▶ Members of the diaspora who want to engage with businesses in their countries of origin.
▶ Diaspora members who want to start either a business in the host country or a transnational business in the country of origin.
▶ Returnees.
▶ Business partners of migrants’ transnational businesses in the country of origin.
▶ Refugees.

4. Resources, Particularities and Challenges

Cost Estimation

Costs vary from country to country based on rates of resource persons and other cost items such as transport, printing, venue etc.

The following table provides an overview of budgetary items you will need to take into account (non-exhaustive list). As estimations depend very much on the local context, you can use the right column to roughly calculate the necessary budget yourself.

<table>
<thead>
<tr>
<th>Item</th>
<th>Estimated price in local currency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Needs assessment</td>
<td></td>
</tr>
<tr>
<td>Capacity analysis</td>
<td></td>
</tr>
<tr>
<td>Training design &amp; development</td>
<td></td>
</tr>
<tr>
<td>Training promotion</td>
<td></td>
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<tr>
<td>Implementation</td>
<td></td>
</tr>
<tr>
<td>Partners’ database</td>
<td></td>
</tr>
</tbody>
</table>

Time Estimation

The implementation of this tool requires: (a) needs assessment and capacity analysis (3 months), (b) training design & development (3 months), (c) training promotion (1 month), (d) Training “Partnership for migrants” (3 days), training “Partnership for local partners” (3 days), training “Legalizing partnership agreements” (1 day), training “Joint venture” (1 day).

Particularities and Challenges

**Particularities:**
There are very few applications like this worldwide and most can be found in the migrants’ destination countries, mostly with integration objectives. However, a similar approach can contribute significantly in promoting transnational business partnerships. This applies particularly if policies that can leverage the economic relationships of migrants with their respective countries of origin are in place.
Difficulties include:
The investment climate is the proxy to attract Diaspora investments (political and economic stability). It is important to check the framework conditions and investment laws in your partner countries. The investment environment should be migrant/diaspora friendly. Check also current initiatives to formalize and regulate the economy by improving financial access to start-ups and SME.

Some of the Common Types of Partnerships are:

The types of partnerships described below assume that the parties want to enter into partnership for an indefinite period of time. The types may vary according to national legislation.

General partnership: All of the partners share equal rights and responsibilities in the management of the business. Likewise, each partner in a general partnership assumes full personal liability for the debts and obligations of the business. One partner can enter into a contract on behalf of the partnership, making the other partner(s) legally bound to the terms of the contract. The profit of a general partnership passes through to its owners, making it taxable at each partner's individual income tax rate. (Partnership losses are also 'pass-through', giving each partner the ability to offset taxable income from other sources.)

Limited partnership: A limited partnership consists of at least one general partner and one or more limited partners. The general partner, just like in a general partnership, bears full personal responsibility for the debts and obligations of the business. In exchange for this exposure, management and control of the business is reserved to the general partner. The limited partner takes a passive role in the business and in fact does not participate in the management of the business at all. The limited partner's risk is limited to his or her invested capital in the business. In short, the general partner and limited partner share only in the profits/losses of the business and nothing more. Limited partnerships, like general partnerships, offer pass-through taxation.

Limited Liability Partnership (LLP) or Limited Liability Limited Partnership (LLLP): The availability of this partnership structure depends on individual state laws. Generally speaking, an LLP is the same as a general partnership and an LLLP is the same as a limited partnership in most respects, except that a partner cannot be held liable for the wrongful acts of other partners; and, in some countries, the general partners cannot be held responsible for the debts and obligations of the business.

Limited Liability Company (LLC): An LLC is a legal entity that is formed by filing articles of organisation at the state level. As the name suggests, a limited liability company provides limited liability protection to its owners (called 'members') in much the same way a corporation does to its shareholders – without the formalities and stringent record keeping requirements normally associated with corporations. The members of an LLC are generally not responsible for the debts and obligations of the LLC. Another great thing about an LLC is the flexibility it allows in allocating ownership interest amongst partners. Ownership interest in an LLC can be divided in any way the partners see fit, regardless of if and how much capital is contributed by each partner. An LLC with two or more members is taxed like a partnership (pass-through taxation) by default. Optionally, an LLC may elect to be taxed as a corporation.
5. Step-by-step Guide to Apply This Tool

To apply this training tool, you will have to:

**Assess specific needs**

A small sample needs analysis precedes this training tool. Your partner organisation should conduct this not only in order to know more about the target participants but more importantly in order to provide practical insights into the curriculum development. Of special interest will be: (a) how many trainings can be held yearly, (b) preferred timing, (c) gender perspective and participation, (d) appropriate methods, (e) costs (if at all), (f) preferred trainers, etc. The task will involve survey design, analysis and reporting.

Capacity analysis. A local consultant may be hired to assess the partner organisation’s capacity to offer the trainings. This should focus on: (a) facilities and logistics; (b) physical aspects like room size, lighting, etc.; (c) appropriate rooms with internet connectivity; (d) quality, flexibility and capacity of trainers; (e) existing migrant relations and outreach; and (f) sustainability potentials. This will include a series of observations, in-depth interviews and organisational diagnosis.

**Training design and development**

This will involve the preparation of the curriculum (e.g. all sessions should have behavioral objectives, topics, methods, time estimates, and advice to trainers, etc.), reference materials (both from the library and internet), games and simulations, exercises, quizzes and role plays. A list of qualified trainers and mentors (see MITOS-entrepreneurship Tool 5: “Advisory and Mentoring through Migrant Associations” in this manual) should also be included.

**Training promotion**

Your project needs internet-based promotion to attract the right participants for the training. Likewise, you need in-the-field promotion (e.g., via posters, brochures, presentations, and direct mails) to attract local partners and investors. The partner organisation(s) can enrol participants in the training at any time. They can also decide on the costs of the training. Other tools may be used in the promotion.

**Implementation**

Plan and synchronize the training implementation among the multiple partner organisations. Co-funding might be required from your project/institution for every training.

**Create and maintain the participants’ database**

The participants’ database will contain an online network of migrants seeking partners and locals seeking migrant partner service. Each graduate profile will have: (a) photo, (b) description of the partnership needed and (c) expectations for the partnership. Partnerships’ inquiries will go directly to the selected partner of their choice with a blank copy (only for monitoring purposes) to the partner organisations. From here onwards, transactions can be confidential.

6. Case Study

**Productive Investments through Transnational Partnerships and Joint Ventures – by Investment Development Authority of Lebanon (IDAL)**

The focus of Investment Development Authority of Lebanon (IDAL, http://investinlebanon.gov.lb/) has been on how to mobilize migrants’ talent and to channel it in the right direction to contribute to economic growth. Lebanon has a diaspora of 14 million people and its composition has been changing over time. While in the early years of migration, migrants were mostly involved in craftsmanship and low skilled labor, expatriates have slowly moved to high value added jobs: they passed from being technicians, teachers and craftsmen (1800-1900) to engineers, businessmen and medical specialists (mid 1990’s) and recently to highly qualified in the tech sector (ICT sector, banking and finance). Lebanon is the 18th largest recipient of remittances globally and the 12th largest recipient among developing economies in 2013.

Lebanon is the country with one of the highest ratio of remittances to GDP in the world and the highest in the region. Lebanese banks hold deposits amounting to 167 Billion USD, which is four times the Lebanese GDP. As most of the deposits are from the diaspora, the main question is how these can be channeled into DDI. In this regard, **many initiatives** have been undertaken by **private, public**
entities and civil society to support expatriates in establishing transnational partnerships and to the support granted by the Lebanese government to those partnerships through various financial and technical schemes: Financial support (incentives to promote both investment and export, equity funds by Central Bank, Ministry of Economy & Trade support for SMEs); Incubation Assistance (incubator in each region, through venture capitalists from diaspora); Information Provision (IDAL, Lebanon Connect, New website, economic diplomacy); Incubation Assistance (Business matchmaking programme of IDAL, Trade Missions, One-Stop-shop). IDAL has also identified some strategic sectors for investment (industry, food and beverages, tourism, agriculture, information technology, telecom, media) and a surge of young entrepreneurs decided to relocate to Lebanon from US and Nigeria.

Going forward, IDAL intends to promote programmes for expatriates and increase linkages with the entrepreneurial ecosystems, by also fostering linkages with private NGOs (with universities and programmes to increase involvement of expatriates in technical training, with commercial banks to create special incentive packages for young entrepreneurs) and increasing government support (networking and missions to countries with highest concentration of immigrants, social media campaign targeting expatriates, awareness on IDALs incentives, special incentives package for diaspora, initiatives pertaining to economic diplomacy).

Some examples of IDAL's activities:


7. Links to other MITOS-entrepreneurship Tools

1 - Mentoring and Advice by Migrant Associations
Migrant associations are useful resources to identify, facilitate and mediate partnerships between entrepreneurs in the host country and country of origin.

2 - Establishment of a Business Angels Network
The Business Angels Network can attract partners who provide the necessary funds and know-how to entrepreneurs.

3 - Returnees Alumni Networks
Members of a Returnee Alumni Networks due to their experience can both initiate as well as establish transnational partnerships.

4 - Training for Policy Makers to promote Diaspora Engagement
By understanding particularities of transnational partnerships, policy makers can craft policies that accommodate the specific challenges and potentials of such partnerships.

5 - Diaspora Dialogue Platform for Awareness Creation
By being part of a Diaspora Dialogue Platform partners can create awareness for the particularity of such partnerships among policy makers and entrepreneurs both in the country of origin and abroad.

All Tools Regarding the Four Stages of a Start-up (Tools 7-10)

Entrepreneurs in all stages of a start-up life cycle will benefit from partnerships both in their countries of origin or abroad in order to gain access to know-how, technology, investment or market. Understanding how to best manage such partnerships increases their success rate.

11 – Strategy Development
Tool 11 enables entrepreneurs to clearly define their strategy, so that founders know what they are trying to create. Part of the business strategy can be forging partnerships with entrepreneurs, businesses or investors abroad by understanding how to better handle such partnerships.
Starting a Business

Start-ups vs Small Businesses

In the second part of the MITOS-entrepreneurship toolbox we concentrate on start-ups in their different life cycle stages. There are many definitions of what a start-up is, however we follow Steve Blank, author of the book “The Four Steps to Epiphany” which is widely considered to have launched the Lean Start-up Movement1, an approach emphasizing experimentation and customer focus to try new ideas and which is being adapted by many business schools2: “A start-up is a temporary organization designed to search for a repeatable and scalable business model.”3

It is important to distinguish between a start-up and a small business. A start-up can but does not, by definition, have to be tech-oriented.

Main differences include:

1. **Fast growth.** The aspect of scale is key to start-ups whereas small businesses do not necessarily think about or aspire to grow rapidly.

2. **Mindset.** Small business owners tend to think small since the problems they try to solve are related to small markets and small problems. Often they also primarily just look into generating income for themselves and their families. In contrary to that, start-up founders think big, i.e. they are planning to grow their companies fast and are aiming at addressing larger problems and tackling larger markets.

3. **Innovation.** Start-up founders disrupt existing business models by doing new things, in new ways, or by finding new solutions to an existing problem. Small business owners on the other hand are likely to try to fulfil an existing need. Especially the last aspect of innovation is very relevant in the migration context. Due to the exposure to new or different ideas, products, mindsets, techniques etc., migrants can be important drivers for innovation.4 The same also holds true for refugees, who have in many cases already proved their innovative capital – maybe also out of necessity based on their need to adapt to exceptionally different circumstances.5

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1 https://en.wikipedia.org/wiki/Steve_Blank
Four Stages of a Start-up Life Cycle

Similarly there are many theories about stages of start-up development. We follow here the approach of the Start-up Genome project\(^6\) that has identified four stages based on a study of 650 internet start-up companies, though these stages can be applied to start-ups from various industries while taking advantages of technology:

1. **Discovery**
   Start-ups in this stage are focused on the understanding of whether or not their idea or concept has value. This means that they try to find out whether anybody would pay with time or money for their idea or concept.
   Activities in this stage include interviews of potential customers, learning how their product can solve customer problems, discovering who the specific customers and what their needs are, seeking financing from friends and family, seeking and establishing relationships with the first mentors and advisors.
   We propose Tool 7 (Entrepreneurship Boot Camp for Idea Discovery), if you want to support this stage of start-ups.

2. **Validation**
   In this stage start-ups try to sell the product or service, find product/market fit, and experiment how best to achieve sales.
   Activities at this stage are: producing prototypes of the product or service or refining the product, establishing the metrics, obtaining of seed funding, and making the first key hires.
   We propose Tool 8 (Migrant Innovation Fund for Idea Validation) as a suitable approach to support start-ups’ validation phase.

3. **Efficiency**
   In this stage, start-ups try to enhance the user experience, acquire customers efficiently, the product or service must be deliverable for profit and the business model must be fine-tuned.
   Activities include refining the value proposition, enhancing the customer experience, finding a repeatable sales process.
   Tool 9 (Business Model Refinement for Business Efficiency) will support your efforts to promote this start-up phase.

4. **Scale**
   In the last stage start-ups will attempt to drive firm growth aggressively.
   Activities are: Series A financing, establishment of formal departments of sales, marketing and business development, process implementation.
   Tool 10 (Accelerator for Business Scaling) will support the scaling phase of start-ups.

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Entrepreneurship Boot Camp for Idea Discovery
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MITOS-entrepreneurship Tool 7

Entrepreneurship Boot Camp for Idea Discovery

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Entrepreneurship Boot Camp at a glance

What? An intense entrepreneurship training programme both for first-time entrepreneurs as well as experienced ones with new business ideas to equip them with the necessary knowledge and skills to understand whether or not their idea has value on the market.

Why? In the first stage of a start-up life cycle, the Idea Discovery Phase, entrepreneurs are trying to find out whether their idea is solving a meaningful problem, whether anybody would hypothetically be interested in paying for their solution and whether it has market potential.

How? The duration of a boot camp may vary from a few days, several weeks or even a few months. It usually consists of group seminars, workshops, individual coaching etc.

For Whom? For potential and/or experienced entrepreneurs; for partner institutions such as chambers of commerce, BDS providers, universities etc.
The term boot camp stems originally from the military and was later adapted in the entrepreneurship community. The objective is to equip (potential) entrepreneurs with the necessary knowledge and skills to discover their potential to succeed in business and to put a specific focus on the development and exploration of business ideas. It can be especially useful in the context of migration as it prepares potential entrepreneurs to the specific circumstances in either their country of origin or the country of destination. It promotes the entrepreneurial potential people often acquire due to their experience of living abroad (knowledge, experiences, ideas, networks). An entrepreneurship boot camp can guide an entrepreneur how to write a business plan specifically adapted to the context of the country of origin or destination; examine the financial needs and prospects of the business; address shortcomings in the idea and prepare how and through which channels to communicate with customers, investors and other stakeholders in the respective country. The duration of a boot camp may vary from a few days, several weeks or even a few months. These programmes can be offered for free or subsidized by development cooperation organizations, universities or local governments that are looking to drive employment and economic growth as well as from private sector providers.

2. Objective

Specific potentials and challenges addressed

Key reasons for migrants to hesitate becoming entrepreneurs are:

- Lack of entrepreneurial competencies or experiences.
- No wish to get directly and personally involved in a business, despite their willingness to support it in the country of origin.
- No experiences in business planning.
- Lack of awareness about their special/unique competitive advantages as migrants.
- Lack of specific knowledge about the business environment in the country of origin (or destination).

However migrant entrepreneurs possess relative advantages in starting a business due to their:

- High risk tolerance.

What do we want to achieve?

DEVELOPMENT OF BUSINESS IDEAS

The objective of the Entrepreneurship Boot Camp is to provide entrepreneurs with the tools, strategies, and determination needed in order to develop ideas, as well as launch, run and grow new businesses or reinvent existing businesses. Furthermore, it prepares migrants or refugees to the specific circumstances of starting a business in the host country as well as diaspora and returnees to the challenges they might encounter in their country of origin, which they might not be aware of from a business point of view.

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1 Oxford Dictionary. [https://en.oxforddictionaries.com/definition/boot_camp](https://en.oxforddictionaries.com/definition/boot_camp)
This tool is aiming at:

- Supporting (potential) entrepreneurs to gain a better understanding of themselves as entrepreneurs including their motivations, roles, strengths/weaknesses, and key responsibilities.

- Helping (potential) entrepreneurs to identify promising opportunities to invest remittances and savings while taking into account the comparative advantages of the migrants’ situation (e.g. specific know-how, access to market technology, etc.) as well as migrant specific challenges (stability of partnership projects, possible irregularity of remittances, etc.).

  This also applies to the target group of refugees, especially in protracted displacement situations. However, do not forget to take into account the potential specificities of their legal situation and of a potentially fragile environment.

- Helping (potential) entrepreneurs to learn key assessment and feasibility techniques like design thinking⁴, product definition, rapid iterative testing and evaluation (RITE)⁵, and designing a minimum viable product (MVP)⁶.

- Supporting (potential) entrepreneurs in exploring the notion of building a winning team and other common challenges facing founders and CEOs.

- Helping (potential) entrepreneurs in learning to secure initial financing needs.

- Supporting (potential) entrepreneurs in winning first mentors and advisors to support their project.

3. Target Group and Beneficiaries

The tool Entrepreneurship Boot Camp for Idea Discovery can be applied by

- Government: development practitioners, e.g. programmes which aim at promoting entrepreneurship and employment, and the respective government partners (e.g. Ministry of Commerce, Ministry of Industry etc.).

- Partner institutions from the private sector, such as chambers of commerce, business associations, consultancy agencies, business accelerators/incubators, venture capitalists/angel investors etc. which aim at promoting entrepreneurship and employment.

- Academia, e.g. business schools, universities.

The tool targets:

- Aspiring entrepreneurs getting ready to create a start-up.

- Experienced entrepreneurs who want to try out a new business idea.

It is applicable both in countries of origin and destination for the following beneficiaries:

- Migrants living in the diaspora (who want to start either a business in the host country or a transnational business in the country of origin).

- Returnees.

- Families receiving remittances.

- Refugees, especially in protracted displacement situations.

- Business partners of migrants’ transnational businesses in the country of origin.

---

⁴ Design thinking is a formal method for practical, creative resolution of problems and creation of solutions, with the intent of an improved future result.

⁵ An iterative usability method where testers prototype products and watch users use the prototypes.

⁶ A product which has just enough features to gather validated learning about the product and its continued development.
4. Resources, Particularities and Challenges

Cost Estimation

Costs vary from country to country based on rates of resource persons and other cost items such as transport, printing, venue etc.

The following table provides an overview of budgetary items you will need to take into account (non-exhaustive list). As estimations depend very much on the local context, you can use the right column to roughly calculate the necessary budget yourself.

<table>
<thead>
<tr>
<th>Item</th>
<th>Estimated price in local currency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consultant / Training provider</td>
<td></td>
</tr>
<tr>
<td>Mentors &amp; coaches</td>
<td></td>
</tr>
<tr>
<td>Venue &amp; refreshments</td>
<td></td>
</tr>
<tr>
<td>Training materials &amp; equipment</td>
<td></td>
</tr>
<tr>
<td><strong>Optional</strong></td>
<td></td>
</tr>
<tr>
<td>Transportation</td>
<td></td>
</tr>
<tr>
<td>Accommodation</td>
<td></td>
</tr>
<tr>
<td>Prizes / awards</td>
<td></td>
</tr>
</tbody>
</table>

Time Estimation

The duration of the Entrepreneurship Boot Camp may vary from a few days, to several weeks or even to a few months, depending on the exact contents and depth of the programme you want to offer as well as the availability of participants, training providers, and/or funds.

For a successful tool implementation the following steps are:

**Must have**

- **Definition of target group** (nascent or experienced entrepreneurs; migrants living in the diaspora, refugees, returnees, etc.).

- **Pre-screening of participants** to understand the level of maturity and value of their business ideas. This helps to tailor the offer for the participants. One idea is to ask participants beforehand to submit four or five slides following the Need/Approach/ Benefits/Competition method (NABC). They need to answer four questions corresponding with the four letters of the acronym:
  - What is the important customer and market need?
  - What is your unique approach for addressing this need?
  - What are the benefits from this approach?
  - How are these benefits superior to the competition and the alternatives?

  ▶ Coaches and mentors.

  ▶ Experienced entrepreneurs as role models, for experience and knowledge sharing and idea sparring partners.

  ▶ Responsible person/entity for implementation (e.g. a public or private employment service organization, training organization, business development service providers, etc.).

**Should have**

- **Prepare** participants before coming to the boot camp and provide guidance/follow up afterwards.

- **Monitoring and evaluation** to measure the impact.

- Invite **investors / funders** for valuable insights as well as potential funding for the entrepreneurs.
Particularities include:

▶ Focus on specific assets and competencies of migrants (i.e. participants should ask themselves which ideas, networks, knowledge, experience etc. they have acquired through their migration experience).

▶ Utilize remittances as one source of funding for the business.

▶ Consider potential communication challenges between business partners at long distance in case of transnational business.

▶ The professional experts (coaches, mentors) are of crucial importance to the success of the tool, thus it is imperative to find the right people for the job.

▶ When migrants are invited to participate, their availability must be taken into consideration. Very often, certain parts of the year are preferred by migrants to visit their countries of origin.

▶ General applicability of tool: entities in different countries can implement this tool at their premises as well without drastic modifications.

Challenges are:

▶ The process can be time and money consuming the longer the programme lasts.

▶ Manage expectations from the beginning since not all participants will eventually start up their own business.
5. How to run an Entrepreneurship Boot Camp

5.1. Step-by Step guide to prepare your Entrepreneurship Boot Camp

An entrepreneurship boot camp can guide an entrepreneur to identify the value proposition, form a founding team, conduct customer interviews, create minimal viable products, address shortcomings in the idea and prepare how to communicate with customers, investors and other stakeholders and establish relationships with the first mentors and advisors. The duration of a boot camp may vary from few days, several weeks or even a few months. These programmes can be offered free of charge or subsidized by development cooperation organizations, universities or local governments that are looking to drive employment and economic growth as well as from private sector providers.

Keep in mind that there might be target groups for whom it is easier to do a longer training, but less hours a day, and for other it might be more practicable to get done with it as soon as possible, depending on their personal and professional situation!

The Entrepreneurship Boot Camp aims to give participants the necessary theoretical background and tools as well as familiarity with behavioral competencies of successful entrepreneurs. Local and transnational entrepreneurs share their practical experience with the participants. Idea improvement sessions and feedback from experienced coaches allow the participants to transform their ideas into well-designed concepts. Workshops prepare them how best to present their ideas in front of a jury and or investors.

The tool features a blend of presentations, group and individual work, discussions and coaching. Depending on the duration and scope of the tool, the following items can be part of it:

a. Assessment

Introduction to entrepreneurship

- Personal assessment (understanding own strengths and opportunities arising from the special situation as migrants).
- Building an entrepreneurial mindset (characteristics of entrepreneurial mindset, self-assessment of entrepreneurial mindset, challenges, developing a clear vision and goals).
- Ideation techniques (e.g. questioning assumptions, opportunity redefinition, picture prompts, etc.).
- Building effective teams (characteristics of effective teams, how to become an effective team member, how to form an effective team, styles of leadership).
- Problem definition (identify the expected steps of a process; define and analyze root causes).

b. Feasibility

- Techniques and tools of feasibility (design thinking, product definition, rapid iterative testing and evaluation (RITE), designing a minimum viable product (MVP)).
- Product/market fit (i.e. understanding target markets, market segmentation, and effective industry and competitive analysis).
- Idea shaping and product definition (brainstorming, validation, refining, cutting and reflection on original objectives of ideas).
- Defining unique value propositions.
- Business model development (introduction to business model canvas).

c. Storytelling

- Articulating the vision (what is a vision, why, when and how to communicate a vision, how to create a vision, how to communicate a vision).
- Art of pitching (defining scope of the idea, understanding the audience, how to structure, test and deliver a pitch).
- Investor presentation (dos and don’ts, must-haves).

d. Execution

- Customer acquisition (definition, process, cost and tools).
- Brand building (definition, process, benefits and best practices).
- Cash flow management and resource allocation.
- Social media (alternatives, benefits, dos and don’ts).
- Growth tips (introduction to various strategies as well as their challenges and potentials).
5.2. Sample Programme Outline for a Six Days Entrepreneurship Boot Camp

<table>
<thead>
<tr>
<th>Day 1</th>
<th>Day 2</th>
<th>Day 3</th>
<th>Day 4</th>
<th>Day 5</th>
<th>Day 6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketplace of ideas</td>
<td>Tools &amp; Methods</td>
<td>1-on-1 with mentors</td>
<td>Concept refinement</td>
<td>Workshop on pitching</td>
<td>Keynotes &amp; Panels</td>
</tr>
<tr>
<td>Theoretical background</td>
<td>Problem definition</td>
<td>Idea improvement</td>
<td>Feedback from coaches</td>
<td>Pitch preparation</td>
<td>Final presentations</td>
</tr>
<tr>
<td>Trends &amp; Prospects</td>
<td>Value proposition</td>
<td>1-on-1 with mentors</td>
<td>Writing concept</td>
<td>Semi-final presentations</td>
<td>Award ceremony</td>
</tr>
<tr>
<td>Guest Entrepreneur</td>
<td>Group work</td>
<td>Reflection</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

6. Case Study

Business Idea for Development (BID) is a component of CIM’s Programme “Migration for Development” ([www.geschaeftsideen-fuer-entwicklung.de](http://www.geschaeftsideen-fuer-entwicklung.de)) which provides different services for highly skilled migrants in Germany, migrants associations and potential entrepreneurs who want to contribute to their country of origin’s development. The programme is active in 25 cooperation countries. BID aims at supporting entrepreneurs in contributing their ideas, expertise, and knowledge through the creation of a business and is currently (2017) available in six countries.

BID Indonesia piloted an Entrepreneurship Boot Camp (pilot phase 2014 - 2016). This first phase was implemented in partnership with the University of Ciputra Entrepreneurship Center (UCEC). After 4 weeks of participant invitations and socialization, the programme contacted 150 returnees, screened 45 interested participants and selected 21 eligible participants. The selection committee (CIM staff) applied some criteria, which the applicants had to fulfil:

a. German alumnae returning to Indonesia post-2009.

b. Business idea is relevant to their expertise and/or knowledge gained in Germany.

c. Committed to fully participate in the BID programme.

The BID programme consisted of 2 phases: (1) six months training phase; and (2) six months mentoring phase. The training phase constituted of nine non-consecutive training days (equivalent to 60 hours) in so-called BID Boot Camps where participants gathered in three separate sessions for an output called "Business Model Canvas". This model provides a planning structure for start-ups, based on building blocks for different activities. It enables both new and existing businesses to plan on strategic and operational level. The second phase was designed to be an individual mentoring where the BID mentors share their knowledge and experience to refine participants’ business acumen and to implement their business ideas. Five selected participants continued the mentoring phase. Two start-ups have since been established.
7. Links to other MITOS-entrepreneurship tools

1 - Mentoring and Advice by Migrant Associations

Entrepreneurs in the Idea Discovery stage of a start-up life cycle can immensely benefit from advices, coaching and mentorship of experienced entrepreneurs and professionals. The mentors can share their experience and knowledge, as well as provide important contacts, market access and funds.

2 - Establishment of a Business Angels Network

In the Idea Discovery phase entrepreneurs are trying to find out whether their idea is solving a meaningful problem and whether anybody would be interested in paying for their solution. Feedback from experienced investors and mentors to better understand the problems they are trying to solve as well as the market they are trying to address is highly valuable for the entrepreneurs.

3 - Returnees Alumni Networks

With Tool 3 returnee entrepreneurs in the Idea Discovery stage of a start-up life cycle can be provided with support to establish networks with like-minded returnee partners to access external resources such as information, capital or raw materials; enhance their social networks in their country of origin which can help them to identify new business opportunities as well as gain the often lacking legitimacy for nascent entrepreneurs to mobilize critical resources.

6 - Partnerships Development

Entrepreneurs in the Idea Discovery stage of a start-up life cycle will benefit from partnerships both in their countries of origin or abroad in order to gain access to know-how, technology, investment or market. Understanding how to best manage such partnerships increases their success rate.

8 - Migrant Innovation Fund for Idea Validation

Once entrepreneurs find out the value of their business idea on the market during the Idea Discovery phase, Tool 8 helps them to validate their assumption by interacting with their potential market and customers with a tangible prototype of their product or service.

12 - Entrepreneurial Use of Remittances

Tool 12 can prepare participants to use their remittances for profitable business ideas.

13 - Communication through Social Media

In the Idea Discovery phase entrepreneurs are trying to find out whether their idea is solving a meaningful problem and whether anybody would be interested in paying for their solution. Social media are a fast and cost-effective way to test their hypothesis.
Migrant Innovation Fund for Idea Validation
MITOS-entrepreneurship Tool 8

Migrant Innovation Fund for Idea Validation

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Migrant Innovation Fund for Idea Validation – at a glance

What? A challenge or competition for creative and innovative entrepreneurs to provide them with seed funding and the necessary skills to validate their ideas through the development of prototypes (e.g., designs, recipes, formulations, samples, etc.).

Why? To In the second stage of a start-up life cycle, the Idea Validation Phase, entrepreneurs develop a prototype in order to undertake first attempts to sell their product or service, feel the potential market and its value, as well as experience in how best to achieve sales.

How? The Migrant Innovation Fund consists of a proposal submission phase, selection of the best business ideas, a development phase of the prototypes and a presentation ceremony for the final results.

For whom? This tool is designed for aspiring creative and innovative entrepreneurs who already have a business idea, social entrepreneurs who may find it more difficult to access funding from traditional financing resources, and for participants of the Idea Discovery Boot Camp (MITOS-entrepreneurship Tool 7).
With this tool, entrepreneurs also evaluate the efficiency with which customers can be captured and kept. This phase is even more important for entrepreneurs who have lived abroad for a while and might not have an adequate “feeling” for the local market in the country of origin anymore.  

The innovation aspect is very relevant in the migration context. Studies suggest that especially highly-educated migrants have a positive effect on innovation.  

The tool consists of the following elements:  

(1) Preparation
A partner or group of partners is needed that will work with your project/institution in managing the contest and the relevant events. It will involve: fundraising, inviting and running the partners group, defining the thematic focus and procedures, campaigning for innovations, appointment of the jury, etc. The group will further specify the number of winners expected, the period for the development of the prototype as well as the maximum (or minimum) funding amount per innovation proposal. It can nominate or employ an event manager for the campaign and awarding activities. Likewise it can appoint a micro finance institution (MFI) to handle the grant disbursements (e.g. lump-sum or progressive cost reimbursements) to the winners.  

(2) Proposals
Business ideas are submitted through an online platform or a dedicated email-address (or in paper in case conditions do not allow for online solutions). Proposals are accepted from entrepreneurs who preferably have participated in the Idea Discovery Boot Camp (MITOS-entrepreneurship Tool 7) or those who can prove their idea is addressing a specific problem or is contributing to innovation in the specific local or national context. Each proposal shall contain at least the following elements:

a. The problem the entrepreneur is trying to address.  
b. Value proposition.  
c. Equipment or activities needed for development of the product or service prototype.  
d. Timeline for developing the prototype.  
e. Funding needed.  

(3) Selection
Best business ideas are selected by a jury according to the pre-defined selection criteria, based on the elements of the proposal (see (2)). Finalists are invited to spend a weekend (or two days) at the event location. On the first day they get to know each other and get a one day coaching to refine their proposals and learn how to present in front of the jury. On the second day the participants present their ideas. The winners are awarded with seed money as well as non-cash prizes (mentoring, coaching, co-working spaces, networking, etc.) to be able to develop their prototypes.  

(4) Development phase
Coaching and mentoring for the prototype development process is an essential element of the tool. The coaches and mentors advise technically, review the progress and motivate the entrepreneur(s) in addition to helping in the accounting and disbursements of the fund. During this phase the entrepreneurs refine the core features of their product or service, acquire skills for assessing product/market fit including understanding target markets and market segmentation as well as performing effective industry and competitive analysis. Furthermore they learn to incorporate metrics and analytics in their decisions.  

(5) Presentation
After the development period, the prototypes will be presented to the wider audience and investors during a start-up conference. The judging panel (consisting of experienced entrepreneurs, bankers, investors, etc.) will determine which prototype has greater: (a) commercial (and/or social) potentials, (b) quality of development, (c) and scale potential.  

NOTE: The tool is designed to promote the entrepreneurial potential of diaspora and/or returnee for countries of origin. However, the tool can easily be adapted to a different setting as well:  
- Migrants in the host country  
- Refugees in the host country, IDPs in the host region.  
- Refugees/IDPs returnees.  

1 The same of course also applies to people who just arrived in the country of destination and are not very familiar yet with this market.  
4 Consisting of e.g. representatives of chambers of commerce, business associations, government partners, your programme/institution, etc.  
5 Coaches and mentors can be experienced entrepreneurs or start-up/SME consultants.
2. Objective

Specific potentials and challenges of migrant entrepreneurs

Specific added value of this tool:

- Developing innovative ideas to market maturity is more challenging for newcomers, especially when they are (1) new in the country; (2) have been away for a long time; (3) are planning for a transnational business.

- They need prototypes (e.g., designs, recipes, formulations, samples, etc.) and a few trial and errors (or kitchen models) that convince them and their potential clients of the value of their ideas, especially as they might (1) apply new techniques; (2) introduce new products or services to the market or this specific context.

- The seed money of this tool will improve chances to secure more funding later on.

Specific potentials addressed by this tool

- Migrants’ (diaspora and returnees) know-how, networks, experience and background can be used for developing innovative ideas.

- Migrants can, from a distance, support local innovation.

- Immigrants can contribute to local innovation by contributing knowledge, experience and networks from their country of origin.

- Refugees can contribute to innovation, especially in the specific circumstances of forced displacement.

Key challenges entrepreneurs in this phase face are:

- Customer Acquisition, Problem/Solution Fit and Product/Market Fit.

- For risk purposes, traditional finance institutions such as banks avoid entrepreneurs at this stage.

- They do not have track records, management competence and prototypes of the products they intend to sell.

What do we want to achieve?

SECURING SEED FUNDING

This tool will help entrepreneurs to:

- Get easier access to seed funding.

- Produce prototypes of their innovation/invention, and expose it to a larger public.

- Refine the core features of their product/service.

- Acquire tools for assessing product/market fit including understanding target markets and market segmentation and performing effective industry and competitive analysis.

- Implement metrics and analytics.

- Reward applicants for their idea as winners of a competition.

- Enable participating institutions to raise awareness about migration and innovation.

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6 For more information on this topic, see Betts et al. (2014) "Refugee Economics: Rethinking Popular Assumptions" http://www.rsc.ox.ac.uk/files/publications/other/refugee-economies-2014.pdf

7 Does this Problem exist? And can I Solve it? Measured through e.g. interviews.

8 Is my Product desirable? And am I presenting it to the right Market? Measured through a minimum viable product (MVP).

9 The degree to which a product satisfies a strong market demand.
3. Target Group and Beneficiaries

The tool Migrant Innovation Fund for Idea Validation can be applied by

▶ Government: development practitioners, e.g. programmes which aim at promoting entrepreneurship and employment, and the respective government partners (e.g. Ministry of Commerce, Ministry of Industry etc.).

▶ Partner institutions from the private sector, such as chambers of commerce, business associations, consultancy agencies, business accelerators/incubators, venture capitalists/angel investors etc. which aim at promoting entrepreneurship and employment.

Further cooperation partners can be:

▶ Existing innovation funds.

▶ Science and technology institutions.

▶ Advertisement and media agencies.

▶ Professional engineering and consulting firms.

▶ Vocational, technical and business schools.

▶ Migrant Associations (Migrants disposing of investible funds or time to be technical resource persons to innovators).

The tool is applicable for beneficiaries both in countries of origin and destination:

▶ Migrants living in the diaspora and planning to start a business in the country of origin.

▶ Migrants who want to start a business in the host country.

▶ Returnees.

▶ Refugees.

▶ Families receiving remittances.

▶ Business partners of migrants in the countries of origin.

The tool is specifically aiming at:

▶ Aspiring, creative and innovative (potential) entrepreneurs who already have a business idea.

▶ Social entrepreneurs who may find it more difficult to access funding from traditional financing resources.

▶ Participants of the Entrepreneurship Boot Camp for Idea Discovery (MITOS-entrepreneurship Tool 7).
4. Resources, Particularities and Challenges

Cost Estimation

Costs vary from country to country based on rates of resource persons and other cost items such as transport, printing, venue etc.

The following table provides an overview of budgetary items you will need to take into account (non-exhaustive list). As estimations depend very much on the local context, you can use the right column to roughly calculate the necessary budget yourself.

<table>
<thead>
<tr>
<th>Item</th>
<th>Estimated price in local currency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Must have</td>
<td></td>
</tr>
<tr>
<td>Organising the partners group</td>
<td></td>
</tr>
<tr>
<td>Coaches</td>
<td></td>
</tr>
<tr>
<td>Mentors</td>
<td></td>
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<tr>
<td>Logistics of event</td>
<td></td>
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<tr>
<td>Campaign for proposals</td>
<td></td>
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<tr>
<td>Support to prototype preparation</td>
<td></td>
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<tr>
<td>Selection and judging</td>
<td></td>
</tr>
<tr>
<td>Optional</td>
<td></td>
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<tr>
<td>Website development</td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
</tr>
</tbody>
</table>

Time Estimation

The time frame needed for a Migrant Innovation Fund is between 6 months and 1.5 years. In detail it will need approx. 3-6 months preparation; 1-2 months for the submission of proposals; 1-2 months for the selection of suitable proposals; 3-6 months of development and up to 1 month for presentations.

For a successful tool implementation the following are

Must haves

- Definition of eligibility rules and thematic focus areas, such as climate change, renewable energies, environment and green technologies, information and communication technologies, community development, group enterprises, health, local employment, poverty alleviation, culture and creative arts, etc.

- Entity that manages the fundraising, contest and the event(s).

- Coaches and mentors.

- Selection jury consisting of experienced entrepreneurs, investors, bankers, etc.

- Monitoring and evaluation.

Should haves

- Counterpart institution. A government entity (e.g. science and technology or education agencies) as one of the partners can add credibility to the fund. The entity can likewise be a co-funder of the events related to the tool.

- Follow up activities and support for the entrepreneurs after the contest.

Alternatively you can use social media such as Facebook or Twitter.
Particularities and Challenges

Particularities include:

This tool can be linked well with other tools supporting the different stages of a start-up life cycle since securing funding is an essential part for start-ups. At the same time obtaining a constant stream of funds for the Migrant Innovation Fund will be crucial as well. Potential streams of funds may include:

Remittances.

Migrants’ contributions can be both donations to the fund as well as equity funding where migrants obtain shares in the innovation in return for their investment. Next to the remittances migrants can support the entrepreneurs with know-how through mentoring and coaching as well as valuable contacts and market access through networking. The proposals are posted on a website or announced through social media and migrants can direct their contributions through money transfer operators, mobile banking providers, MFIs, etc. This source can raise up to 30% or more of the fund.

Innovators.

The innovators themselves are required to raise money through crowd-funding, angel investors/family/friends, or other means to demonstrate their commitment and ability to convince people of their idea. Their contribution makes up to 30% of the required funding.

Your project/institution (and other partners).

Your project/institution and your partner organisation may raise the remaining 40% of the funding needed. The group of partner organisations could include government institutions, banks, MFIs, money transfer operators, mobile network operators, NGOs, private sector groups, etc. The Migrant Innovation Fund may also qualify for additional funding from the alternative development funds like the Financing Facility for Remittances (FFR) (http://www.ifad.org/remittances/pub/ffr-flyer.pdf). Ideally, the partners should develop ownership and continue applying the tool regularly, e.g. once every two years.

Difficulties are:

Depending on the size of the country, national scale can lead to more complex and expensive management processes.

5. Sample Application Announcement

We are looking for your proposals for innovative projects or ideas that demonstrate an entrepreneurial spirit working for the benefit of the community.

Ideas must show:

a. Innovative use of technology or products.

b. Responsible approach to the environment in which they are operating.

c. The role or influence of your migratory experience.

The following are not eligible for the Migrant Innovation Fund: existing SMEs whose turnover is beyond a limit value [to be defined by your programme]; already funded by other MFIs, donors, etc.; run by former employees of GIZ

▶ The partners and the judges including members of their immediate families and households.

▶ Ideas dealing with predefined sub-sectors (e.g. alcoholic drinks, weapons, tobacco or pornography).

▶ Proposals will only be considered if they are submitted to the programme and the migrant groups outside the target area.

Each nomination must fall under one of the following thematic focuses: [Place the thematic areas here]

To nominate an innovation team, the nominee must complete all sections of the nomination form in English [or other language] and submit a brief description of the idea to win the competition. Contact details must be provided. Only one entry may be submitted on a proposal form and each entry can only be entered for a single category. Proposals must be received no later than 5:00 pm on ______. 20__. All proposals received thereafter will be invalid. No additional information will be expected thereafter.

Each innovation team should have a coach who will guide the team in the prototype development. Grants are awarded to the winning innovation teams for their own use and furtherance of their prototypes or enterprise only. Winning proposals will not be entitled to a share of prize money or to any other payment, publicity or other entitlement.

The team is expected to prove own funding (in cash) of 30% of the requested investment needed to complete the prototype. The grant money will not be used for the applicant’s and the coach’s salary.

The partners group will do an initial screening for rules compliance. During the selection and judging, the jury
board may formulate additional criteria to determine the winners. The selection committee’s decision on its winner selection is final. The partners reserve the right to disqualify any winner at any time if it believes that the winner has failed to adhere to Innovation Treasury Rules or does not meet the eligibility criteria.

6. Case Study

Matching Grant Facility (MGF) – GIZ

GIZ’s “Matching Grant Facility” is an instrument to systematically initiate and co-fund cooperation projects based on integrated Development Partnerships with the Private Sector ((i)DPP) or with non-private partners. Matching grants have increasingly been used in the context of international development by multilateral and bilateral institutions, e.g. by FAO/IFAD, the World Bank or SIDA. Although initially confined to public goods investments, they are being used to finance productive assets and investments by communities, groups and individuals as well as for the delivery of technical assistance to target groups.

The rationale and benefits of matching grants (MGs) vary. These grants are more commonly used for demand-driven services and development sub-projects (such as community driven projects) or for enhancing private economic activity. For this reason, they often target farmer groups and agribusinesses and are expected to increase their incomes or profitability, improve their competitiveness, facilitate their access to finance, and strengthen collaboration and the development of partnerships. In matching grant schemes, funds from the granting organisation are matched with funds from the beneficiary (or an intermediary institution as project partner).

At GIZ, matching grants have been implemented in the agricultural sector by a number of projects, especially value chain projects co-funded by the Bill and Melinda Gates Foundation (BMGF) with some impressive results in terms of impact and outreach, value for money, etc. Building up processing capacities in agricultural value chains in Africa and improving the access to markets (as well as inputs and technology) by smallholder farmers through cooperation projects with the private sector and complementary partners have been at the heart of the approach.

Facing similar challenges and inspired by these innovative experiences, matching grants as a mode of delivery (and specifically the set-up of matching grant facilities) have been a core element of the overall project approach in the initial design phase of the Global Programme Green Innovation Centers in the Food and Agriculture Sector (GIAE).

Some of the projects include:

- **The Facility for Partnership (F4P)** was developed by GIZ in Myanmar. F4P is focusing on providing technical, organisational and financial support. F4P generally allows any combination of sector actors, be it civil society actors, TVET institutions, associations, companies, unions, etc. Support is given to pilot solutions in value chains to become viable business cases and that have the potential to be replicated by others. It targets innovative co-operations between VC actors and VC supporters even if they don’t have yet developed their full capacities. The supported projects shall be implemented in 6 to 9 months and receive rather small amounts of financial funding (usually between 10,000 and 50,000 EUR). The F4P contribution is defined flexibly with regard to the proposal and does not need to follow devoPPP.de regulations. Since technical and organisational support to the applicants and their proposals is at the heart of F4P, it requires considerable staff resources.

- **The African Cashew Initiative (ACI)** which focusses on building a sustainable cashew value chain and on increasing the competitiveness of African cashew production and processing in ACi’s five project countries Benin, Burkina Faso, Côte d’Ivoire, Ghana and Mozambique. ACi focusses on establishing efficient linkages between farmers and processors and developing better planting material to increase cashew yield and quality. The Cashew Matching Fund - a unique public private partnership model – offers funding of innovative projects with a duration of 12 or more months based on iDPP contracts up to 200,000 EUR and grant agreements for nonprofit partners.
7. Links to other MITOS-entrepreneurship Tools

1 – Mentoring and Advice by Migrant Associations

Idea and experience sharing with as well as guidance from experienced entrepreneurs and professionals will help the innovators immensely to develop or refine their prototypes.

2 – Establishment of a Business Angels Network

While Business Angels can be part of the partners who provide the necessary funds to realize the prototype, their advice and mentorship is even more valuable. Furthermore they can invest in the products or services at a later stage.

3 – Returnees Alumni Networks

Members of a Returnee Alumni Networks can be both partners of the Migrant Innovation Fund as well as mentor and coach the aspiring entrepreneurs.

6 – Partnerships Development

Upon successful cooperation during the Migrant Innovation Fund, for instance the migrant as a co-funder and/or mentor for the innovator in the country of origin, business relations or joint ventures can be the result. Understanding how to best manage such partnerships increases their success rate.

7 – Entrepreneurship Boot Camp for Idea Discovery

Once entrepreneurs find out the value of their business idea on the market during the Idea Discovery Phase, this tool helps them to validate their assumption by interacting with their potential market and customers with a tangible prototype of their product or service.

9 – Business Model Refinement for Business Efficiency

Once entrepreneurs validate their assumption by interacting with their potential market and customers with a tangible prototype of their product or service, they can go over to refine their business model with Tool 9 by applying the “Business Model Canvas” approach.

12 – Entrepreneurial Use of Remittances

Tool 12 deals with a training for remittances senders and recipients to improve their financial literacy. Having obtained this training, the innovators that are awarded with funds to build prototypes, would be better equipped to use the funds productively.
Business Model Refinement for Business Efficiency
Design

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As at August 2017
MITOS-entrepreneurship Tool 9

Business Model Refinement for Business Efficiency

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1. Tool

**Business Model Refinement for Business Efficiency – at a glance**

**What?** An online or face-to-face training for entrepreneurs in order to improve their already existing business model.

**Why?** Especially when one is starting a business in a somewhat difficult environment (e.g. a country of origin, where he/she does not know all the specificities that well; or a host country, which might be unfamiliar from a business point of view; or if he/she is starting a transnational business), the success of the venture depends even more on a well thought-through and adapted business model.

**How?** Start-ups refine their business model and improve the efficiency of their customer acquisition process using the “Business Model Canvas” approach. Participants receive a training (online or face-to-face) in order to improve their already existing business model.

**For Whom?** Both for aspiring entrepreneurs with a validated business idea (and ideally already first customers) and experienced entrepreneurs who want to redesign their business model.
A business model, as defined by Alexander Osterwalder and Yves Pigneur\(^1\), is the “rationale of how an organization creates, delivers, and captures value”. Within the “Business Model Canvas” approach, a business model is defined through nine building blocks\(^2\) that describe how companies aspire to generate income, and touch the main areas of a business, i.e. customers, offer, infrastructure, and financial viability.

1. **Customer Segments**: defines the different groups of people or organizations an enterprise aims to reach and serve.

2. **Value Propositions**: lists the bundle of products and services that create value for a specific customer segment.

3. **Channels**: details how a company communicates with and reaches its customer segments to deliver a value proposition.

4. **Customer Relationships**: describes the types of relationships a company establishes with specific customer segments.

5. **Revenue Streams**: represents the cash a company generates from each customer segment.

6. **Key Resources**: describes the most important assets required to make a business model work.

7. **Key Activities**: describes the most important things a company must do to make its business model work.

8. **Key Partnerships**: deals with the network of suppliers and partners that make the business model work.

9. **Cost Structure**: defines all costs incurring to operate a business model.

Though many approaches exist, the Business Model Canvas is chosen, as it is considered a better fit for the market-orientated entrepreneur\(^3\). The training for business model refinement based on Business Model Canvas can be conducted online or face-to-face and can be directed towards entrepreneurs or in a train-the-trainer approach.

**Online.** The advantages of the online training include: it can be made available independent from time and location, unlimited amount of participants as well as the integration of interactive elements such as video and audio. However, setting up an online learning environment can be very costly whereas subscribing to paid online courses can be a less expensive alternative. Access to fast speed and reliable internet is a prerequisite.

**Face-to-face.** This method allows a more dynamic and personal relationship between a participant and fellow participants, and a participant and the trainer(s). However, in order to have an effective training the number of participants may need to be restricted.

The tool is designed to promote the entrepreneurial potential of diaspora and/or returnees for countries of origin. However, the tool can easily be adapted to a different setting as well:

- Migrants in the host country.
- Refugees in the host country; IDPs in the host region.
- Refugees/IDPs returnees.

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2. ibid.
2. Objective

Specific potentials and challenges addressed

Traditionally, entrepreneurs have used a business plan to outline their business models and major aspects of their business. However, in many cases especially migrant entrepreneurs operate in a rapidly changing environment. By the time a business plan has been completed, the market reality might have already changed. Furthermore, migrant entrepreneurs have specific assets when starting a business either in the country of origin or host country: they tend to know both cultures, languages, contexts and dispose of knowledge which can be innovative and unique in the respective context.

However, they also face specific challenges: even though they are familiar with the country of origin, they might not at all be familiar with the specificities of the business environment as such; and the same applies to the host country. Things are even more complicated when people start a transnational business: On the one hand, the benefit from the knowledge about both "worlds"; on the other hand, they face additional difficulties by not being able to be present themselves and, therefore, having to rely on business partners far away etc.

When working in a context of forced displacement and a fragile context, even more specific factors have to be taken into account where little is predictable.

Thus a continuously innovative and well adapted business model is crucial for organizations to become or stay profitable. The Business Model Canvas helps the entrepreneurs to illustrate their business in a visual and intuitive way as well as better understand the key elements of the business and their relation to one another.

What do we want to achieve?

Increasing survival of start-ups by strengthening business models

The objective of this tool is to strengthen the entrepreneurs’ business models so that their chances to survive the first five years in the market increase through a visual, single page representation of a traditional business plan.

This tool enables entrepreneurs to:

- Refine their value proposition.
- Learn to efficiently acquire customers.
- Improve the user experience of their product or service.
- Identify a repeatable sales process.
- Discover scalable customer acquisition channels.

3. Target Group and Beneficiaries

The tool Business Model Refinement for Business Efficiency can be applied by

- **Government**: development practitioners, e.g. programmes which aim at promoting entrepreneurship and employment, and the respective government partners (e.g. Ministry of Commerce, Ministry of Industry etc.).
- **Partner institutions from the private sector**, such as chambers of commerce, business associations, consultancy agencies, business accelerators/incubators, venture capitalists/angel investors etc. which aim at promoting entrepreneurship and employment.
- **Academia**, e.g. business schools, universities.

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4 Ibid.
6 For specific aspects regarding entrepreneurship in a fragile context, please refer to:
   - GIZ 2015, Employment Promotion in Contexts of Conflict, Fragility and Violence. Opportunities and Challenges for Peacebuilding
     http://www2.giz.de/wbf/4x9w6Xjma/giz2015-0712en-employment-conflict-fragility-violence.pdf (accessed on July 1, 2016);
   - The Donor Committee for Enterprise Development, PSD in fragile and conflict-affected environments
This tool targets entrepreneurs both in countries of origin and destination consisting of:

- Migrants living in the diaspora (who want to start either a business in the host country or a transnational business in the country of origin).
- Returnees.
- Families receiving remittances.
- Refugees, especially in protracted displacement situations.

Specific beneficiaries of the tool’s implementation include:

- Business partners of migrants’ transnational businesses in the country of origin.
- Aspiring entrepreneurs with a validated business idea (and ideally already first customers).
- Experienced entrepreneurs who want to redesign their business model.

4. Resources, Particularities and Challenges

Cost Estimation

The following table provides an overview of budgetary items you will need to take into account (non-exhaustive list). As estimations depend very much on the local context, you can use the right column to roughly calculate the necessary budget yourself.

<table>
<thead>
<tr>
<th>Item</th>
<th>Estimated price in local currency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Must have</td>
<td></td>
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<tr>
<td>Consultant / Training provider</td>
<td></td>
</tr>
<tr>
<td>Venue &amp; refreshments</td>
<td></td>
</tr>
<tr>
<td>Training materials &amp; equipment</td>
<td></td>
</tr>
<tr>
<td>Optional</td>
<td></td>
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<tr>
<td>Transportation</td>
<td></td>
</tr>
<tr>
<td>Accommodation</td>
<td></td>
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<tr>
<td>Prizes / awards</td>
<td></td>
</tr>
</tbody>
</table>

Time Estimation

The training can be provided ad-hoc or continuously over a couple of days, weeks or months, depending on your budget and time frame.

For a successful tool implementation the following elements are essential:

- Coaches and mentors who are familiar with the “Business Model Canvas” approach.
- Experienced entrepreneurs who share their experience and knowledge as well as act as idea sparring partners.
- Responsible person/entity for implementation (e.g. a public or private employment service organization, training organization, business development service providers, etc.).

Particularities and Challenges

Particularities:
Ideally, participants have already gone through Tool 7 and 8 and have thus already identified the problem they want to address and validated their business idea through a prototype and first customers. Furthermore, they are looking to refine their business model and improving the efficiency of their customer acquisition process e.g. by identifying a repeatable sales process.
However, if you plan to offer this tool for participants who have not gone through the process of Tool 7 and Tool 8, you can still offer it to participants who have at least a well-prepared business model which they are planning to refine. The contents will have to be adapted to your target group’s specific needs.

5. A Sample Three Days Face-to-face Training

A three day face-to-face training can entail the following elements:

Programme Day 1: Introduction to Business Model Canvas
- Current trends in the business in context of migration.
- Explore the Business Model Canvas.
- Visualization and Storytelling.
- Examples from other companies.
- Business model applied to your business model.

Programme Day 2: Applying the Business Model Canvas I
- Evaluate your current business model.
- Transfer your vision into Business Model Canvas.
- Design a better value proposition.

Programme Day 3: Applying the Business Model Canvas II
- Develop at least two new business models for your business.
- Test your assumptions and business models with users.
- Validate and implement.
6. Case Study

Business Ideas for Development

“Business Ideas for Development” (www.geschaefts-ideen-fuer-entwicklung.de) is implemented on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) by the Centre for International Migration and Development (CIM) and arises from the belief that migrants in Germany who aspire to promote their know-how and their business ideas in their countries of origin deserve support. They provide for economic growth and new jobs as well as enable knowledge transfer and innovation, thus creating new opportunities - especially for their countries of origin, but also for Germany.

“Business Ideas for Development” offers a range of support, both in Germany and in the country where the entrepreneurs want to start their business. Entrepreneurs are supported before, during and after the start-up phase of the business creation. Depending on the business idea, expertise and experience of the entrepreneurs, they are provided with the advice and assistance that they need.

After successfully passing the call and pitch day, the offer in Germany includes:

- Individual business plan and business implementation coaching by accredited start-up consultants and subject matter experts.
- Various group coaching, for instance in transnational law, tax, import, export, customs, etc.

The offer in the country of origin include:

- Individual coaching in business start-up and implementation.
- Networking: facilitation of contacts, e.g. to banks, potential business partners, and investors.
- Business matchmaking between different companies and investors.
- Depending on the defined road map, entrepreneurs can use specific services such as legal advice, access to co-working spaces etc. up to a certain amount of money.

In cooperation with Expertise France, Institut de Recherche du Développement and Campus France (co-funded by the European Union and BMZ), the programme MEET Africa aims at supporting African diaspora entrepreneurs.

For entrepreneurs from Morocco, Cameroon and Tunisia, whose business idea is already mature and who are nearing the establishment of a company, the programme offers a range of additional services for instance funding of up to 15,000 euros for the development and launch costs for the business.
7. Links to other MITOS-entrepreneurship Tools

1 – Mentoring and Advice by Migrant Associations

Entrepreneurs during the Business Efficiency stage of a start-up life cycle can immensely benefit from advices, coaching and mentorship of experienced entrepreneurs and professionals. The mentors can both share their experience and knowledge, as well as provide important contacts, market access and funds.

2 – Establishment of a Business Angels Network

An important part of the Business Refinement through the “Business Model Canvas” approach is the Channels for Revenue and Costs where the advice of investors and mentors is invaluable.

3 – Returnees Alumni Networks

With Tool 3 returnee entrepreneurs in the Business Efficiency stage of a start-up life cycle can be provided with support to establish networks with like-minded returnee partners to access external resources such as information, capital or raw materials; enhance their social networks in their country of origin which can help them to identify new business opportunities as well as gain the often lacking legitimacy for nascent entrepreneurs to mobilize critical resources.

6 – Partnerships Development

Entrepreneurs in the Business Efficiency stage of a start-up life cycle will benefit from partnerships both in their countries of origin or abroad in order to gain access to know-how, technology, investment or market. Understanding how to best manage such partnerships increases their success rate.

8 – Migrant Innovation Fund for Idea Validation

Once entrepreneurs validate their assumption by interacting with their potential market and customers with a tangible prototype of their product or service, they can go over to refine their business model with Tool 9 by applying the “Business Model Canvas” approach.

10 – Accelerator for Business Scaling

After refining their business model with the “Business Model Canvas” approach, entrepreneurs will transition to grow their business through effective brand building, securing financing, resource allocation, and embracing change and uncertainty for competitive advantage.

11 – Strategy Development

As entrepreneurs continue to refine their business model, adjusting their business strategy accordingly will be essential for their success.

12 – Entrepreneurial Use of Remittances

Tool 12 deals with a training for remittances senders and recipients to improve their financial literacy. Being able to efficiently deal with finances can be provided through this training.

13 – Communication through Social Media

An Important part of the Business Refinement through the “Business Model Canvas” approach is the Channels for Communication whereby in a more and more inter-connected and digitalized world, social media is playing a crucial role.

14 – Branding

Creating a unique and credible brand during the business refinement stage will enable entrepreneurs to gain competitive advantage in their respective market.
Accelerator for Business Scaling

MITOS-entrepreneurship Tool 10
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Accelerator for Business Scaling – at a glance

What? An accelerator programme to help start-ups drive company growth.

Why? To enable entrepreneurs access to finance, a wider network and more talent which helps the entrepreneurs to scale or grow their business which in return ensures profitability, resulting in long-term survival.

How? A three months accelerator programme for entrepreneurs to help them raise Series A financing, build teams, introduce processes and departments as well as enhance scalability.

For Whom? For entrepreneurs who have established product/market fit and who have begun to scale customers and revenues, both in countries of origin and destination.
At this stage of a start-up life cycle, entrepreneurs typically have a product and market fit; and the process of customer acquisition happens quickly, efficiently, and smartly. It is about company building by exploiting the company’s early market success. In order to drive growth, required actions at this stage include recruitment of executive hires, acquisitions of massive customers as well as the establishment of formal departments.

Joining an accelerator programme improves the odds of success.1 Accelerators typically offer office space, professional services and business advice for start-ups from different industries, ranging from tech and retail to restaurants and media. Accelerators generally make an investment in the start-ups enrolled in their programmes as well. By helping the entrepreneurs to improve their business concepts, possibilities are created to pitch the business ideas to venture capitalists and angel investors. Furthermore, they provide intensive mentorship and trainings/workshops. This is especially critical for the migrant entrepreneurs since they can learn from key experts or mentors in their field who provide advice and valuable feedback. In exchange for their service, accelerators usually require a small equity stake in the start-up. Studies suggest that accelerator graduates have higher success rates compared to non-accelerator graduates as measured by longevity in business and receipt of further funding.2

2. Objective

Specific potentials and challenges addressed

Potentials and challenges addressed by an accelerator for migrant business growth include:

▶ The skills, tools and networks migrant entrepreneurs acquire will help them to effectively address bigger markets, both locally as well as in the transnational context. Existing (transnational) networks (e.g. in the host and origin country) can be used more efficiently.

▶ (Migrant) Investors get the opportunity to invest in successful ventures with growth potential.

▶ Growing businesses create more employment.

▶ It is often difficult to obtain financing for growth, especially if the business is operating in a transnational context.

What do we want to achieve?

DRIVING GROWTH TO ENSURE LONG-TERM SURVIVAL

This tool will help entrepreneurs to strengthen and improve their start-up by:

▶ Developing an understanding of how to grow and nurture the business through effective brand building, securing financing, resource allocation, and embracing change and uncertainty for competitive advantage.

▶ Adjusting strategies which initially helped the company grow; however after time become obstacles in moving it to the next level.

▶ Addressing organisational barriers (which can cause growth to halt), such as a shortage of skilled executives, a lack of systematic processes, lack of funding, not understanding their target market, not having a strong marketing expert working for the business or difficulty reaching their customers.

Ultimately, growing their business for the migrant entrepreneurs means the potential of job creation both in their countries of origin and countries of destination, thus creating value both for themselves and their families as well as for others.

3. Target Group and Beneficiaries

The tool can be applied by

- **Government** development practitioners, e.g. programmes which aim at promoting entrepreneurship and employment, and the respective government partners (e.g. Ministry of Commerce, Ministry of Industry etc.).

- **Partner institutions** from the private sector, such as chambers of commerce, business associations, consultancy agencies, business accelerators/incubators, venture capitalists/angel investors etc. which aim at promoting entrepreneurship and employment.

- **Academia**, e.g. business schools, universities.

It is applicable by **entrepreneurs who have established product/market fit** and who have begun to scale customers and revenues, both in countries of origin and destination. In details it applies for:

- Migrants living in the diaspora (who run a business in the host country or a transnational business in the country of origin).

- Returnees.

- Families receiving remittances.

- Refugees, especially in protracted displacement situations.

- Business partners of migrants’ transnational businesses in the country of origin.

4. Resources, Particularities and Challenges

**Cost Estimation**

Costs vary from country to country based on rates of resource persons and other cost items such as transport, printing, venue etc.

*The following table provides an overview of budgetary items you will need to take into account (non-exhaustive list). As estimations depend very much on the local context, you can use the right column to roughly calculate the necessary budget yourself.*

<table>
<thead>
<tr>
<th>Item</th>
<th>Estimated price in local currency</th>
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<tbody>
<tr>
<td>Must have</td>
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<tr>
<td>Planning</td>
<td></td>
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<tr>
<td>Selection process</td>
<td></td>
</tr>
<tr>
<td>Acceleration programme services:</td>
<td></td>
</tr>
<tr>
<td>• Business advice</td>
<td></td>
</tr>
<tr>
<td>• Networking with potential investors</td>
<td></td>
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<tr>
<td>• Mentors</td>
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<tr>
<td>• Trainers</td>
<td></td>
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<tr>
<td>Optional</td>
<td></td>
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<tr>
<td>Acceleration programme services:</td>
<td></td>
</tr>
<tr>
<td>• Infrastructure (unless you find a partner or can provide for infrastructure yourself)</td>
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</tr>
</tbody>
</table>
**Time Estimation**

The accelerator programme shall be at least a **three-month** intensive training programme. Entrepreneurs at this stage need a solid growth strategy and more de-risking in order to attract attention from investors. The shortness of the time may also create a sense of urgency that encourages intense work and rapid progress.

For a successful tool implementation, it is important to define the **theme** (for instance radical innovations, exponential growth or internationally or nationally scalable ideas) as well as the **industry** from which participants are selected. Furthermore, a **screening process** to select the entrepreneurs (start-up teams) to join the accelerator programme is crucial. The process can entail:

- Interviewing of start-up founders.
- Review of applications.
- Videos or demos of product/service.

Criteria for selection can include:

- A business concept that solves a real problem in an innovative way.
- The accelerator programme’s ability to add value to the start-up (i.e. you may have to reject good ideas since you may not be able to assist the start-up).
- Strong team (founder).
- A working prototype and technical expertise.
- Willingness of entrepreneurs to adapt their business concepts if necessary.
- Ability to be on-site for the duration of the programme.

**Challenges** of this tool include:

- Finding local accelerator programmes.
- Gaps in the funding supply chain.
- Finding start-ups with great ideas who have reached this stage.

**Benefits** of accelerator programmes are:

- Networking provides participants with the ability to receive subsequent rounds of funding.
- Increases their likelihood to get further support from mentors after the programme ends.
- Easier access to additional funding.
5. Sample Focus Areas for an Intense 3 Months Accelerator Programme

<table>
<thead>
<tr>
<th>Phase</th>
<th>Duration</th>
<th>Outline</th>
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<tbody>
<tr>
<td>I</td>
<td>Week 1 – 4</td>
<td>Application period.</td>
</tr>
<tr>
<td>II</td>
<td>Week 5 - 8</td>
<td>Evaluation and selection process.</td>
</tr>
<tr>
<td>III</td>
<td>Week 9</td>
<td>Pre-acceleration intensive workshops &amp; mentoring sessions.</td>
</tr>
<tr>
<td>IV</td>
<td>Weeks (10 - 24)</td>
<td>The accelerator can have the following elements: Infrastructure: • Co-working space (alternatively entrepreneurs work from locations of their own choice). Business advice: • How to choose markets and focus on targeted customer segments. • How to translate project-based work into scalable products in order to reach sustainability. • How to convince and establish the right mix of board members, advisors/mentors and investors through the network of the accelerator programme. • How to develop a set of metrics with indicators to assess the long term health of their business and put processes in place. • How to create a strong brand to reach beyond existing customers and markets. • Presentation skills. • Legal advice. Funding: • To cover living expenses and/or growth (usually converted into a small percentage of equity by the accelerator). Networking • Regular networking events with successful entrepreneurs, alumni, investors and mentors. • Demo day where participating teams pitch their products or services to investors. Mentoring: • Generalist mentors with insight on how to run a business or specialist mentors with expert knowledge in certain fields.</td>
</tr>
</tbody>
</table>

6. Case Study

This case study has no specific migration relevance, but is a great example of the potential impact of accelerator programmes.

**Pioneers of Egypt**

The Mobaderoon Masr (Pioneers of Egypt) programme, initiated and carried out by Synergos3 (www.synergos.org/pioneers), aims to contribute to economic prosperity by expanding employment opportunities - particularly for youth - and supporting a new cadre of civil society and business leaders in Egypt. The programme supports established and start-up social entrepreneurs as well as youth volunteers through technical and financial support, mentorships and access to peer and regional networks. The programme leverages Synergos’ experience in the region and is implemented in close partnership with leading Egyptian civil society institutions with a goal of stimulating the growth of jobs, innovation, and a new economy in Egypt.

**Programme impact**

The first phase of the Pioneers of Egypt programme reached over 1,250 direct participants. The services offered enabled those participants to reach a larger number of clients, particularly with job and income generation opportunities, and have a positive effect on entire communities. The programme had a larger impact through awareness

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3 A global nonprofit organisation working on issues such as health, nutrition, agriculture, and youth employment
building activities, media exposure and the impact created by innovations that influence public policy and civil society on a national scale.

At the end of the first class of fellows in 2014, the programme directly supported over 1,250 individuals through three different groups:

- **52 established social entrepreneurs** leading existing social and economic ventures.
- Over 200 start-up social entrepreneurs with promising ideas for business or social ventures.
- Over 1,000 youth accessing internships and improving their employment potential through trainings.

In 2015, Synergos secured additional funding from Alwaeed Philanthropies to move forward with a second phase of the Pioneers programme. By 2017, the programme is expected to directly support an additional 1,070 individuals. After six years, Synergos’ network in the country aims to directly impact:

- 72 established social entrepreneurs leading existing social and economic ventures.
- 250 start-up social entrepreneurs with promising ideas for business or social ventures.
- 2,000 youth accessing internships and improving their employment potential through trainings.

About the programme

The programme’s objectives are to:

- **Strengthen community-led initiatives** in Egypt that have demonstrated proof of concept in promoting economic and social development by supporting the entrepreneurs who lead these initiatives.
- Enhance the skills and leadership potential of a cohort of start-up social entrepreneurs who are engaged in promising work, by providing them with training and networking opportunities.
- Build the skills of Egyptian youth and enhance their employability through an internship programme and on-the-job skills building, training, and increased awareness of social entrepreneurship as a viable career path.
- Increase the awareness and visibility of social entrepreneurship and stimulate entrepreneurship, particularly among youth.

The second phase of the programme will continue with this model, but incorporate members of the first class to continue to support the development and growth of members of this programme.

**Established social entrepreneurs** receive an integrated set of offerings including a financial award, mentorships, technical assistance and access to a national peer network as well as Synergos’ regional network, to stimulate exchanges and collaboration. Start-up social entrepreneurs had access to technical offerings focused on enhancing their leadership potential and helping them launch successful initiatives. The internship programme trained youth in the importance of volunteering and matched them with volunteer opportunities that enabled them to acquire skills that are relevant to their professional interests.
7. Links to other MITOS-entrepreneurship Tools

1 - Mentoring & Advice by Migrant Associations

Entrepreneurs during the Business Scaling stage of a start-up life cycle can immensely benefit from advice, coaching and mentorship of experienced entrepreneurs and professionals. The mentors can both share their experience and knowledge, as well as provide important contacts, market access and funds.

2 - Establishment of a Business Angels Network

In the Business Scaling phase, start-ups attempt to drive company growth. Feedback from as well as involvement of experienced investors and mentors will help them to reach their aspired growth.

3 - Returnees Alumni Networks

With Tool 3 returnee entrepreneurs in the Business Efficiency stage of a start-up life cycle can be provided with support to establish networks with like-minded returnee partners to access external resources such as information, capital or raw materials; enhance their social networks in their country of origin which can help them to gain the often lacking legitimacy for nascent entrepreneurs to mobilize critical resources.

6 - Partnerships Development

Entrepreneurs in the Business Scaling stage of a start-up life cycle will benefit from partnerships both in their countries of origin or abroad in order to gain access to know-how, technology, investment or market. Understanding how to best manage such partnerships increases their success rate.

9 - Business Model Refinement for Business Efficiency

After refining their business model with the “Business Model Canvas” approach, with Tool 10 entrepreneurs will transition to grow their business through effective brand building, securing financing, resource allocation, and embracing change and uncertainty for competitive advantage.

11 – Strategy Development

When growing their business, entrepreneurs will need to adjust their strategy which initially helped the company grow as after time they may become obstacles in getting to the next level.

12 - Entrepreneurial Use of Remittances

Tool 12 deals with a training for remittances senders and recipients to improve their financial literacy. Remittances can be a valuable means to finance the growth of a business.

13 - Communication through Social Media

In order to grow their business, social media will play a crucial role to reach their audience in a more and more interconnected and digitalized world.

14 - Branding

Maintaining a unique and credible brand during the Business Scaling stage will enable entrepreneurs to sustain their competitive advantage in their respective market.
Entrepreneurial Skills for Successful Business

While there is a huge debate\(^1\) whether entrepreneurial skills are innate, for instance the willingness to take a risk, or can be learnt, it is certain that strengthening one’s skills can help to become a better entrepreneur. Migrants, both diaspora and returnees, seem to be especially fit to become entrepreneurs: not only do they tend to be more adventurous and entrepreneurial than others as they dispose of the energy, the drive and the networks to start a new life in a different country, but they also dispose of invaluable assets which are important to become an entrepreneur: exposure to new things, procedures and people, potentially innovative\(^2\) ideas and international networks. Also in a context of forced displacement, you can find entrepreneurial potentials, e.g. among refugees both in camps and in urban settings. In any case, in order to become a successful entrepreneur many skills are required. Entrepreneurs may be great at some of the following skills or could use some help in other areas.

1. **Strategy**

Start-ups are often caught in the “right-now” aspect of their business, because the results are easy to see. This often leads to the neglect of a long-term vision. Lacking a clearly defined strategy statement, entrepreneurs will neither be able to know what exactly they are trying to create, nor communicate the strategy to the team or outsiders.\(^3\)

2. **Entrepreneurial Use of Remittances**

Migrant entrepreneurs and their families often lack the understanding of how to manage remittances in productive instead of purely consumptive ways.\(^4\) The same applies to refugees who can be both senders and recipients of remittances. Furthermore, people often lack knowledge about or capability for saving. The more comfortable an entrepreneur is with managing his or her finances, the more primed he or she will be to make better business decisions.

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\(^3\) Innovation is not only about global novelties like the latest tablet computer or hybrid car. It is also about new solutions for local markets or small enterprises in remote regions. It is about putting things in a new context, a new environment, enterprise, etc. Innovation provides the opportunity to improve, even if only slightly, the lives of people in developing countries and emerging economies.


Communication through social media

Both internal and external communication is important. Internally, poor communication can lead to decreased productivity with employees, as well as low morale and more mistakes if instructions are misunderstood. Externally, clear lines of communication with clients and partners is needed whether it is via email, phone, website or social media.\(^5\)

Branding

When aspiring to brand a business successfully, knowing how to do so is essential. A brand positioning statement needs to be formulated that is important, unique, believable, actionable and sustainable and a key message needs to be crafted. The strategy statement should be reflected in the brand as well.

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Strategy Development
MITOS-entrepreneurship Tool 11

Strategy Development

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1. Tool

**Strategy Development – at a glance**

**What?** A training (of trainers) for entrepreneurs (or representatives of private sector institutions who wish to extend their services offer) to formulate a simple, clear and succinct strategy statement.

**Why?** To help entrepreneurs to clearly define and communicate their strategy.

**How?** A workshop to craft a strategy statement consisting of the elements of objective, scope, and advantage.

**For Whom?** For both experienced and nascent entrepreneurs in countries of origin and destination.
Having a strategy is essential for entrepreneurs of all kinds; even more so when operating in a transnational or fragile context.

The goal of a strategy statement is to combine the start-up’s capabilities with customer needs in a manner that competitors cannot emulate, while considering changes in external factors.¹ There are three essential elements of a good strategy statement: objective, scope, and advantage.

The objective of a strategy statement details the ends that the strategy is aiming to achieve. It has to be specific and measurable. Furthermore, it should include a time frame for reaching the end point.

Similarly, it is critical to define the scope or domain of the business, i.e., beyond which boundaries it will not operate. It consists of three dimensions: customer or offering, geographic location, and vertical integration. Moreover, activities are clearly articulated on which to concentrate, and on which not.

The third part, the competitive advantage (i.e., what the business will do differently from or better than others) determines how the business will achieve the formulated objective. The competitive advantage consists of the elements: a value proposition why a customer should buy your product instead of those of your competition, and your internal activities so that only you can provide that value proposition.

² Objective

Specific potentials and challenges addressed

Some of the challenges of migrant entrepreneurs this tool addresses include:

- A lack of clear strategy for the start-up or line of business leads to frustration and confusion by founders and employees.

- Consequently everyone in the organization makes individual decisions causing ineffectiveness.

What do we want to achieve?

STRATEGY to provide DIRECTION for the start-up

The Strategy Development tool enables migrant entrepreneurs to:

- Understand critical elements of a strategy statement.

- Distinguish between strategy, mission, vision and values.

- Formulate a simple, clear and succinct strategy statement that can be easily internalized by everyone in the organization so that implementation becomes more intuitive.

- Make a guiding tool available for their team to enable them to make difficult choices on their own.

3. Target Group and Beneficiaries

Target groups are mostly partner organisations from the private sector such as chambers of commerce, innovation hubs, business associations etc. who plan to extend their services offer to members.

Beneficiaries include both experienced and nascent entrepreneurs, both in countries of origin and destination. In details it applies for:

- Migrants living in the diaspora (who run a business in the host country or a transnational business in the country of origin).
- Returnees.
- Families receiving remittances.
- Refugees, especially in protracted displacement situations.
- Business partners of migrants’ transnational businesses in the country of origin.

4. Resources, Particularities and Challenges

Cost Estimation

Costs vary from country to country based on rates of resource persons and other cost items such as transport, printing, venue etc.

The following table provides an overview of budgetary items you will need to take into account (non-exhaustive list). As estimations depend very much on the local context, you can use the right column to roughly calculate the necessary budget yourself.

<table>
<thead>
<tr>
<th>Item</th>
<th>Estimated price in local currency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promotion of the tool</td>
<td></td>
</tr>
<tr>
<td>Organising participating entrepreneurs</td>
<td></td>
</tr>
<tr>
<td>Strategy development workshop (1-2 days for a group of 10-20)</td>
<td></td>
</tr>
<tr>
<td>Monitoring &amp; Evaluation</td>
<td></td>
</tr>
</tbody>
</table>

Time Estimation

The strategy formulation workshop will take 1-2 days, whereas invitation of entrepreneurs, identification of training providers and mentors can take a couple of weeks to a couple of months.

In order to formulate a great strategy statement, entrepreneurs can do some preliminary work:

- Thorough evaluation of the industry landscape which includes a detailed understanding of customer needs, customer segmentation and innovative ways of creating value for serving profitable customers.
- Analysis of competitors’ current strategies and a prediction of how they might change in the future.
- Rigorous, objective assessment of the firm’s capabilities and resources and those of competitors.
### 5. Contents of a Strategy Development Training

<table>
<thead>
<tr>
<th>Title</th>
<th>Strategy Development Workshop</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objectives</strong></td>
<td>The workshop will enable participants to:</td>
</tr>
<tr>
<td></td>
<td>• Understand critical elements of a strategy statement.</td>
</tr>
<tr>
<td></td>
<td>• Distinguish between strategy, mission, vision and values.</td>
</tr>
<tr>
<td></td>
<td>• Formulate a simple, clear and succinct strategy statement that can be easily internalized by everyone in the organization so that implementation becomes more intuitive.</td>
</tr>
<tr>
<td></td>
<td>• Make a guiding tool available for their team to make difficult choices on their own.</td>
</tr>
<tr>
<td><strong>Target group</strong></td>
<td>Representatives of private sector institutions: chambers of commerce, business associations, innovation hubs etc.</td>
</tr>
<tr>
<td><strong>Beneficiaries</strong></td>
<td>Both experienced and nascent migrant, returnee or refugee entrepreneurs as well as business partners of migrants in the country of origin.</td>
</tr>
<tr>
<td><strong>Duration</strong></td>
<td>1-2 days for each training of trainers and each training with beneficiaries.</td>
</tr>
<tr>
<td><strong>Methodology</strong></td>
<td>A mix of presentations, group &amp; individual work and one-on-one mentoring.</td>
</tr>
<tr>
<td><strong>Contents</strong></td>
<td>Defining the Objective</td>
</tr>
<tr>
<td></td>
<td>• Define a specific, measurable, and time bound objective as a single goal.</td>
</tr>
<tr>
<td></td>
<td>Defining the Scope</td>
</tr>
<tr>
<td></td>
<td>• Define your customer or offering, geographic location, and vertical integration.</td>
</tr>
<tr>
<td></td>
<td>• Determine the activities you and your start-up should and should not concentrate on.</td>
</tr>
<tr>
<td></td>
<td>Defining the Advantage</td>
</tr>
<tr>
<td></td>
<td>• What makes your venture unique.</td>
</tr>
<tr>
<td></td>
<td>• Define your customer value proposition.</td>
</tr>
<tr>
<td></td>
<td>• Map your value proposition against those of the competition.</td>
</tr>
<tr>
<td></td>
<td>• Identify distinctive activities, or a complex combination of them, to make clear that you alone can provide the customer value proposition.</td>
</tr>
<tr>
<td><strong>Trainers</strong></td>
<td>Lead Trainer (&amp; Assistant Trainer)</td>
</tr>
<tr>
<td></td>
<td>Trainers must have facilitation skills and should have attended a short training of trainers specific for this tool. They can then make use of participants’ ideas to plan future activities and also motivate them to attend other programmes.</td>
</tr>
<tr>
<td><strong>Expected outcome</strong></td>
<td>• 100% of participants formulate strategy statements for their venture.</td>
</tr>
<tr>
<td></td>
<td>• At least 50% of the participants develop two or three plausible but very different strategic options.</td>
</tr>
</tbody>
</table>
6. Case Study

SPARK - Professional Business Training for Migrants

The SPARK "migrant entrepreneurship programme" is supported and funded by The Netherlands Ministry of Foreign Affairs and has been running since 2014 (http://www.spark-online.org/projects/migrant-entrepreneurship/). The duration of the training modules (without coaching) varies between two and four months. SPARK is offering training and coaching packages for diaspora in the Netherlands with ambitions to start or to expand an existing business in their country of origin. The project focuses on migrants from Somalia, Afghanistan, Iraq/Kurdistan, Ghana, Morocco and Suriname.

SPARK has been supporting entrepreneurs in a wide range of fields from real estate companies to chicken farms and everything in between. The Migrant Entrepreneurs Programme (MEP) gives migrants in the Netherlands access to affordable business start-up training, coaching and, if the business plan is strong enough, some financial help towards the costs for further market development.

The objective of the training is for the participant to get the necessary knowledge and skills to start developing a concrete business plan.

The training teaches migrants the basic building blocks of a business plan: understanding entrepreneurship; from the business idea to the business plan, marketing, the organization and financial plan. During this training migrants are taught skills such as giving elevator pitches, making marketing plans, dealing with competition, pitching for potential investors, business administration and financial planning. After successful completion of the first five modules, there will be a selection by an independent jury. After the selection is made, additional modules will be offered – by a business coach – in accordance to the demand of the entrepreneur. For example: product and service development, extra financial modelling and business plan writing.

SPARK covers all professional training costs for the 5 day training, and only requests the participant a fee of 30 euros per day for accommodation and lunch. This includes a professional trainer, training materials, lunch and coffee/tea/water.
7. Links to other MITOS-entrepreneurship Tools

1 - Mentoring and Advice by Migrant Associations
Strategy formulation and development is best learnt and applied if the entrepreneurs find experienced mentors who excel in this area or are experienced and thus can pass on their knowledge both from a theoretical and practical perspective.

2 - Establishment of a Business Angels Network
Angel investors and mentors will be helpful to formulate a proper strategy statement as Tool 11 capacitates entrepreneurs to clearly define their strategy, thus founders know what they are trying to create.

6 - Partnerships Development
Part of the business strategy can be forging partnerships with entrepreneurs, businesses or investors abroad or in the country of origin by understanding how to better handle such partnerships.

9 - Business Model Refinement for Business Efficiency
As entrepreneurs continue to refine their business model, adjusting their business strategy accordingly will be essential for their success.

10 - Accelerator for Business Scaling
When growing their business, entrepreneurs will need to adjust their strategy which initially helped the company to grow as after time they may become obstacles in getting to the next level.

12 - Entrepreneurial Use of Remittances
Remittances can be important means to finance the implementation of various strategies of the start-up founders. The trainings can equip the entrepreneurs with know-how to use the funds productively.

14 - Branding
How to develop a unique and credible brand, thus gaining competitive advantage can be one of the objectives of a strategy formulation exercise.
Mentoring and Advice by Migrant Associations

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T +49 61 96 79 - 0
F +49 61 96 79 - 11 15
Entrepreneurial Use of Remittances
MITOS-entrepreneurship Tool 12

Entrepreneurial Use of Remittances

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1. Tool

Entrepreneurial Use of Remittances – at a glance

What? A training (of trainers) to improve financial literacy for remittances senders and recipients.

Why? Financial literacy (or “cash flow management”) can help both senders and recipients to learn how to save money, to build up capital, to set plans and priorities in order to use remittances more productively by e.g. starting a business.

How? 5 days training of trainers, 3-4 days training with beneficiaries.

For whom? For senders and recipients of remittances who are interested in entrepreneurship.
Remittances, i.e. money transfers back to the country of origin to support family members, friends and relatives, are one of the major sources of foreign exchange income in many developing countries. Many families in host countries receive remittances from their family members abroad. The same applies to refugees, who can be both senders and recipients of remittances. The usual critique towards remittances is the fact that remittances are often used for consumption purposes only. In general, remittances are most often spent as follows:

- Day to day household expenses.
- Household equipment.
- Motorcycles and cars.
- Entertainment.
- Construction or renovation of houses.
- Supporting family members and neighbors.
- Bridging emergency situations.

Recipients are often not aware of how to monitor their household cash and use it for day-to-day expenditures. Savings are predominantly erratic and not allotted to income-generating opportunities. Consequently, remittances rarely contribute to an independent, sustainable improvement of living conditions. However, there is large potential for savings and entrepreneurial use of remittances.

With the additional cash income from remittances, recipients have the unique option for saving, investing in education, and capital accumulation for small investments into income-generating activities and general improvement of living conditions. It also facilitates access to credit. But without cash flow monitoring and financial literacy, they fail to change their expenditure patterns. ‘Poor management of cash flow’ and lack of financial literacy is a major weakness of the target group, inhibiting the full use of the potential of remittances and thus, sustainable development.

The proposed tool prepares migrants and their family members living in the country of origin for income-generation through remittances. It can also be used for better financial management of start-ups.

This tool is user-friendly, easily replicable and requires short duration as well as low investment.

Furthermore it needs to be adapted according to the needs of different countries, regions, provinces or target groups.

NOTE

The tool is designed to strengthen families receiving remittances in their productive and entrepreneurial use of remittances in their country of origin. However, the tool can easily be adapted to different settings as well:

- for refugees sending and receiving remittances in the host countries.
- for refugees’ families in countries of origin (if the security situation allows for activities there).
- for migrants in the host country.
- for returnees doing transnational business.

---

2. Objective

Specific potentials and challenges addressed

Remittances are important financial flows which constantly triple the total sums of official development assistance worldwide. This enormous capital is however often not used in a productive way, due to (1) basic needs that need to be addressed by recipients (food, health, education); (2) irregularity of cash flows; (3) lack of knowledge of potential for saving and productive or entrepreneurial use. The tool addresses the third point by enabling the target group and beneficiaries to better plan for irregular and unstable remittances income, prioritize potential projects and budget for small projects.

In detail, the tool addresses:

- Lack of understanding of how to manage remittances in productive instead of purely consumptive ways.
- Lack of knowledge about or capability for saving.
- Lack of control of cash inflow and cash outflow to manage day to day start-up or household expenses.
- Unpreparedness for unsteady remittances income.
- Long term dependency on remittances without saving for the future.

As experience shows (see Case study), a sound knowledge and management of remittances income can also contribute to address social costs of migration.

What do we want to achieve?

ENTREPRENEURIAL USE OF REMITTANCES

Senders and recipients of remittances and their families will be able to:

- Analyze their current expenditure patterns using remittances.
- Effectively manage their cash flow of their start-up or household while utilizing the migrants’ remittances.
- Motivate relevant persons to save money, accumulate their savings and invest in a profitable business.

Overall, the tool contributes to the productive and more specifically entrepreneurial use of remittances.

3. Target Group and Beneficiaries

Government priority and support:

The training programme should be prepared in dialogue with the relevant national authority (e.g. for foreign employment, for economic development etc.) to secure government support and resources. Other programmes operating in the target area might be interested and can get involved in ongoing courses. Media should be used to promote the tool.

The tool Entrepreneurial Use of Remittances is applicable both in countries of origin and destination (see explication under 1) and thereby targets implementing and partner organisations:

- Foreign employment service organizations (public and private).
- Training organizations.
- BDS provider.
- Private service providers.
- Local government units.
- Non-governmental organisations, working with migrants and/or their families.
The institution/s should meet the following **requirements**:

- Understanding of and access to the specific group of beneficiaries (migrants and their families).
- Presence in the target area.
- Competent trainers or consultants.
- Positive reputation among the specific group of beneficiaries.
- Experience of serving similar groups of beneficiaries.

Your programme/institution will **enable its partners** to:

- Conduct training focusing on financial literacy for entrepreneurship of remittances senders/recipient.

**Beneficiaries** include:

- Migrants in the host country.
- Migrants’ families living in the country of origin.
- Low-income households.
- Refugees especially in protracted displacement situations.
- Recipients of remittances.

...who express interest to start business activities.

### 4. Resources, Particularities and Challenges

#### Cost Estimation

Costs vary from country to country based on rates of resource persons and other cost items such as transport, printing, venue etc.

*The following table provides an overview of budgetary items you will need to take into account (non-exhaustive list). As estimations depend very much on the local context, you can use the right column to roughly calculate the necessary budget yourself.*

<table>
<thead>
<tr>
<th>Item</th>
<th>Estimated price in local currency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Must have</td>
<td></td>
</tr>
<tr>
<td>Organizing migrant family group (per group of 25–40)</td>
<td></td>
</tr>
<tr>
<td>Awareness raising workshop (1/2 day for a group of 25–40)</td>
<td></td>
</tr>
<tr>
<td>Cash flow management training (3 days for a group of 25)</td>
<td></td>
</tr>
<tr>
<td>ToT on the tool (5 days for a group of 25, residential)</td>
<td></td>
</tr>
<tr>
<td>Catering for the trainings</td>
<td></td>
</tr>
<tr>
<td>Trainer manual: concept, graphic design, print</td>
<td></td>
</tr>
<tr>
<td>Handbook for participants: concept, graphic design, print</td>
<td></td>
</tr>
<tr>
<td>Optional</td>
<td></td>
</tr>
<tr>
<td>Promotion of the tool in newspapers and other media, appreciation workshops, etc.,</td>
<td></td>
</tr>
</tbody>
</table>

The implementing organization should not offer the training course for free. However, full cost recovery from tuition fees may be difficult if the workshop is offered for low income groups.

#### Time Estimation

While both the awareness raising workshop and **Entrepreneurial Use of Remittances through Financial Literacy training** take only a couple of days, the preparation and follow up phases may take from a couple of weeks to a couple of months.
Particularities and Challenges

The training is based on standard, simplified cash flow management but integrates specific migrant features like:

▶ Possible irregularity of remittances.
▶ Awareness of remittances as additional cash /family income.
▶ Monitoring and reporting of remittances utilization to the migrant (sender).
▶ Social aspects, i.e. to reduce family issues when recipients better manage their finances; thus decrease their own dependency on remittances as income and use remittances as capital for entrepreneurial use (which, in turn, can facilitate a return of the migrant abroad).

Involving a master trainer for a training of local trainers, who is familiar with the approach, is strongly recommended. If the courses shall be realized on large scale. The demand may be only assessable after a series of preliminary applications.

5. Course Contents

1. Promotion material on the project and toolbox
Promotion material consists of leaflets, posters, newspaper advertisement, etc. This set of material will be used to promote the tool and create awareness among the participants.

2. Guidelines for identification and selection of organizations to implement the training
The guidelines will help to identify and negotiate the terms of the execution of cash flow training courses with suitable service providers (organizations).

3. Trainer manual
Session by session, the trainer manual provides guidelines to conduct trainings, following these steps:

1. Awareness raising workshops
(5.a. Course Contents).

2. Cash flow management training
(5.b. Course Contents).

3. Exposure to long term sustainability and income generation.

4. Booklet for managing cash flow
This simple booklet for managing cash flow can be used by each family to record their household or business performance. This book will be introduced at the ‘Cash flow management training’. Participants can continue using this book after the training to record and monitor their household cash flow. It can also be used for simple micro-businesses.

5. Guidelines for monitoring and evaluation
5.a. Course Content of an Awareness Raising Workshop

<table>
<thead>
<tr>
<th>Title</th>
<th>Awareness Raising Workshop</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objectives</strong></td>
<td>The workshop will enable participants to:</td>
</tr>
<tr>
<td></td>
<td>• Understand the objectives of a cash flow training course.</td>
</tr>
<tr>
<td></td>
<td>• Appreciate a participation.</td>
</tr>
<tr>
<td></td>
<td>• Allocate the required tuition fee from their remittances for their course participation.</td>
</tr>
<tr>
<td></td>
<td>• Get interested in utilizing remittances in a more effective/productive way.</td>
</tr>
<tr>
<td><strong>Target group</strong></td>
<td>Family members and existing and potential business partners of migrants.</td>
</tr>
<tr>
<td><strong>Duration</strong></td>
<td>2 to 3 hours.</td>
</tr>
<tr>
<td><strong>Methodology</strong></td>
<td>Moderation techniques and CEFE activity based learning methods.</td>
</tr>
<tr>
<td><strong>Contents</strong></td>
<td>• Introducing participants and trainers.</td>
</tr>
<tr>
<td></td>
<td>• Presentation of the scope of the project and the services available for the target group.</td>
</tr>
<tr>
<td></td>
<td>• Group exercise on existing modes of utilizing remittance.</td>
</tr>
<tr>
<td></td>
<td>• Identifying weaknesses of remittance utilization.</td>
</tr>
<tr>
<td></td>
<td>• Identifying opportunities for improvement by cash flow management.</td>
</tr>
<tr>
<td></td>
<td>• Planning for participation in future training, identification of participants’ needs and expectations.</td>
</tr>
<tr>
<td><strong>Trainers</strong></td>
<td>Lead Trainer ( &amp; Assistant Trainer)</td>
</tr>
<tr>
<td></td>
<td>Trainers must have facilitation skills and should have attended a short training of trainers specific for this tool. They can then make use of participants’ ideas to plan future activities and also motivate them to attend other programmes.</td>
</tr>
<tr>
<td><strong>Expected outcome</strong></td>
<td>At least 50% of participants enroll in the training course</td>
</tr>
<tr>
<td></td>
<td>• At least 33% of participants get interested in other MITOS-entrepreneurship tools (if provided).</td>
</tr>
</tbody>
</table>

5.b. Course Contents of Entrepreneurial Use of Remittances through Financial Literacy Training

<table>
<thead>
<tr>
<th>Title</th>
<th>Entrepreneurial Use of Remittances through Financial Literacy</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objectives</strong></td>
<td>The workshop will enable participants to</td>
</tr>
<tr>
<td></td>
<td>• Assess the existing expenditure pattern on routing activities.</td>
</tr>
<tr>
<td></td>
<td>• Identify remittances as cash flow element with specific characteristics.</td>
</tr>
<tr>
<td></td>
<td>• Appreciate and understand cash flow management.</td>
</tr>
<tr>
<td></td>
<td>• Plan the cash flow to meet the risk of unsteadiness of remittances.</td>
</tr>
<tr>
<td></td>
<td>• Develop a savings plan based on cash management with remittances.</td>
</tr>
<tr>
<td><strong>Target group</strong></td>
<td>Households receiving migrant remittances</td>
</tr>
<tr>
<td></td>
<td>• Migrants.</td>
</tr>
<tr>
<td></td>
<td>• Existing or potential business partners of migrants.</td>
</tr>
<tr>
<td></td>
<td>• In general, low income households.</td>
</tr>
<tr>
<td></td>
<td>• Those who participated in the awareness raising workshop.</td>
</tr>
<tr>
<td><strong>Duration</strong></td>
<td>3 days/20 hours – segmentation into evening sessions possible.</td>
</tr>
<tr>
<td><strong>Methodology</strong></td>
<td>CEFE style activity based training methods will be used.</td>
</tr>
<tr>
<td><strong>Contents</strong></td>
<td>Introducing participants and trainers</td>
</tr>
<tr>
<td></td>
<td>• Brainstorming on different types of expenses in a family.</td>
</tr>
<tr>
<td></td>
<td>• Case study of an analysis of family expenses (using Pareto analysis to identify relevance of expenses).</td>
</tr>
<tr>
<td></td>
<td>• Individual exercise on analysis of family expenses (can be a take-home assignment).</td>
</tr>
<tr>
<td></td>
<td>• Remittances as specific input and other sources of cash inflow (brainstorming).</td>
</tr>
<tr>
<td></td>
<td>• Identification of risks of managing cash flow with irregular remittances.</td>
</tr>
<tr>
<td></td>
<td>• Planning reactions to changing financial situations.</td>
</tr>
<tr>
<td></td>
<td>• Case on record keeping of cash flows with cash flow book.</td>
</tr>
<tr>
<td></td>
<td>• Savings plan from remittances and projected accumulation.</td>
</tr>
<tr>
<td></td>
<td>• Cash plan for effective utilization.</td>
</tr>
</tbody>
</table>
6. Case Study

Training of Trainers in the Philippines

Financial Literacy and Addressing Family Issues for Oversea Filipinos (OFs) and their Families.

This ToT was conducted in two cities in the Philippines in September 2013. While it was jointly financed by GIZ Programme on Green Economic Development (ProGED) and the GIZ Sector Project on Migration and Development, the implementing partner was the NGO ATIKHA – Overseas Workers and Communities Initiative. 25 people participated as “soon to be trainers”, consisting of representatives of local government units such as Department of Trade and Industry, Department of Social Welfare and Development and Department of Labor and Employment, Overseas Filipino associations (OFs), social workers, faith based organizations and microfinance institutions.

Objectives included:

- **For trainers**: Participants shall be enabled to
  - Sensitize the OFs and their families on the various economic and social issues of migration and the barriers to reintegration.
  - Assist OFs and their families in financial planning and investment to ensure that migration will contribute to the long-term development of the OFs, their families and their communities.
  - Guide OFs in identifying and addressing their issues and concerns to enable them to achieve their financial and family goals for migration.

- **For beneficiaries**: Migrants and their families will be able to
  - Analyze their current expenditure patterns using remittances.
  - Effectively manage their household cash flow while utilizing the migrants’ remittances.
  - Motivate relevant persons to save money, accumulate their savings and invest in a profitable business.
  - Address issues related to migration and financial concerns.

ATIKHA’s approach focused on financial literacy in the context of social issues, both applying the adapted MITOS-entrepreneurship Tool “Entrepreneurial Use of Remittances through Financial Literacy” and ATIKHA’s tools on financial literacy and family issues trainings for OFs. On the one hand, financial literacy is perceived as a prerequisite to emphasize the benefits of migration by being the basis of potential investment (which in itself can be a tool for successful reintegration). On the other hand, financial literacy can contribute to lowering the social costs of migration – not only does it support successful reintegration through financial planning and saving ahead; but also during the OF’s stay abroad, meaningful financial planning and basic rules about how to deal with money in the family can lower potentially negative effects.

Additionally, the ToTs also build on results of the study/mapping of Green Initiatives in the Tourism Sector in Cebu and Bohol (GIZ 2013; conducted by ATIKHA)

---

2. Based on MITOS Tool Cash-Flow Management.
which showed that financial literacy is a precondition for successful investments and reintegration of returnees.

The modules responded to the different needs according to the different situations OFs find themselves in: hopes and despair; savings and investment; issues confronting OFs; barriers to reintegration; training skills and techniques. Each module started with a theoretic input on the topic, about its relevance in the specific context of migration and was then followed by discussions, individual or group work, group sharing and practical application of the previously explained. Moreover, audiovisual shows and videos were used to set the focus on specific issues.

Finally a follow-up seminar was planned where the newly trained trainers will bring their acquired skills into practice and ATIKHA staff will be there to mentor and – where necessary – support them and provide feedback for future trainings.

The GIZ Programme on Green Economic Development was planning to scale up its migration and development related activities in the context of their programme focus (promotion of green value-chains (e.g. tourism sector) in Cebu and Bohol) based on the ToTs. As a first step, a mapping of green initiatives of returned OFs and their families was conducted to identify potential.

Recommendations from implementation of the ToTs include:

▶ Importance of choosing the right implementing partner. Facilitators/trainers should be both experts in financial literacy as well as be familiar with the local and migration context.

▶ Right mix of participants. To maximize the impact of the TOT, participants from public, private and civil society stakeholders who are involved in labor migration or directly working with labor migrants, are necessary.

▶ An overall framework to which participants can contribute. The trainings should contribute to overall programme activities and serve as the basis for further activities e.g. in the field of investment promotion. Furthermore, they should be set in a broader framework of public-private dialogue and other activities on e.g. investment promotion.
7. Links to other MITOS-entrepreneurship tools

Once the participants are sensitized and trained on start-up or household cash flow management, they can be directly linked with the MITOS-entrepreneurship tools below. However, cash flow management also serves as a small stand-alone intervention enabling the target group to better utilize their additional cash and to contribute to improved living conditions.

1 - Mentoring & Advice by Migrant Associations

The various Entrepreneurial Skills are best learnt and applied if the entrepreneurs find experienced mentors who excel in the different skills or are experienced and thus can pass on their knowledge both from a theoretical and practical perspective.

2 - Establishment of a Business Angels Network

Tool 12 deals with a training for remittances senders and recipients to improve their financial literacy. Having obtained this training, they can become investors themselves and identify promising entrepreneurs or start-ups through the Business Angels Network.

7 - Entrepreneurship Boot Camp for Idea Discovery

Tool 12 deals with a training for remittances senders and recipients to improve their financial literacy. With this training entrepreneurs learn to use their migrant remittances for profitable business ideas.

8 - Migrant Innovation Fund for Idea Validation

Tool 12 deals with a training for remittances senders and recipients to improve their financial literacy. Having obtained this training, the innovators that are awarded with funds to build prototypes will be better equipped to use the funds productively.

9 - Business Model Refinement for Business Efficiency

Tool 12 deals with a training for remittances senders and recipients to improve their financial literacy. Being able to efficiently deal with cash flows is an important part of refining their revenue model.

10 - Accelerator for Business Scaling

Tool 12 deals with a training for remittances senders and recipients to improve their financial literacy. Remittances can be a valuable means to finance the growth of a business.

11 – Strategy Development

Remittances can be important means to finance the implementation of various strategies of the start-up founders. The trainings can equip the entrepreneurs with know-how to use the funds productively.
Communication through Social Media
MITOS-entrepreneurship Tool 13

Communication through Social Media

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Communication through Social Media – at a glance

<table>
<thead>
<tr>
<th>What?</th>
<th>Training (of trainers) for Social Media use for entrepreneurship.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Why?</td>
<td>To help diaspora entrepreneurs to effectively communicate with customers and other stakeholders using Social Media in a rapidly expanding digital world.</td>
</tr>
<tr>
<td>How?</td>
<td>1-2 days interactive training.</td>
</tr>
<tr>
<td>For whom?</td>
<td>For (potential) diaspora entrepreneurs.</td>
</tr>
</tbody>
</table>
Social media play an important role in the lives of migrants: they allow them to easily stay in touch with family and friends both in the country of origin and destination, they allow to find their feet more easily by accessing relevant information, and they enable them to form transnational identities, i.e. they can consider themselves as members of a national or ethnic group even though they may no longer live in the geographical areas associated with those nations or ethnicities.

Social media also have important implications for entrepreneurs as they facilitate rich content to be transferred at a significantly lower cost and faster speed. In the past it was easier for companies to control the information about them. Due to the emergence of Social Media however, customers can now create, modify, share, and discuss information using different platforms, such as content sharing sites (e.g. YouTube, blogs), social networking sites (e.g., Facebook, LinkedIn), collaborative projects (e.g., Wikipedia) and others. The empowerment of the users can now significantly impact a company’s reputation, sales, and even survival. Thus it is important for start-ups, which often lack the resources for traditional communications media, to understand the various elements of Social Media and how to engage with customers and learn from them.

2. Objective

Specific potentials and challenges of migrant entrepreneurs

As migrants usually grow up in one society and live or work somewhere else, Social Media already play a crucial role in helping them to maintain ties with family and friends across long distances, enhance their personal networks, and engage in discussions about their home countries. Social media thus bear large potential for any transnational activities.

For entrepreneurs, the diversity of available Social Media tools can at the same time create immense challenges, e.g. to craft a strategy for Social Media communication activities as their rules are different from traditional media.

Diaspora entrepreneurs can benefit hugely from Social Media use, if they know how to apply and use them.

What do we want to achieve?

ENTREPRENEURS USE SOCIAL MEDIA SUCCESSFULLY

This tool enables migrant entrepreneurs to:

▶ Understand the opportunities and challenges related to Social Media.
▶ Understand critical elements of Social Media communication.
▶ Learn how to create content, engage customers both in their home countries or abroad, align efforts on different media and monitor the effectiveness of their activities.
▶ Develop a Social Media strategy for their business.

NOTE

The tool is designed to strengthen diaspora entrepreneurs in their use of Social Media when doing business in their country of origin. However, the tool can easily be adapted to a different setting as well:

• for refugee entrepreneurs in the host and origin country.
• for migrants doing business in the host country.
• for returnees doing transnational business.

3. Target Group and Beneficiaries

The tool Communication through Social Media - Training is applicable both in countries of origin and destination (see explication under 1) and thereby targets.

▶ Development practitioners who want to conduct a training for diaspora entrepreneurs.

▶ Partner organizations (e.g. chambers of commerce, business associations etc.) which want to offer such trainings to their clients (diaspora entrepreneurs).

Beneficiaries are

▶ Members of the diaspora who are experienced entrepreneurs.

▶ Diaspora members who want to start either a business in the host country or a transnational business in the country of origin.

▶ Returnees.

▶ Business partners of migrants’ transnational businesses in the country of origin.

▶ Refugees.

4. Resources, Particularities and Challenges

Cost Estimation

Costs vary from country to country based on rates of resource persons and other cost items such as transport, printing, venue etc.

The following table provides an overview of budgetary items you will need to take into account (non-exhaustive list). As estimations depend very much on the local context, you can use the right column to roughly calculate the necessary budget yourself.

<table>
<thead>
<tr>
<th>Item</th>
<th>Estimated price in local currency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promotion of the training (newspapers, radio, Social Media, through multipliers etc.)</td>
<td></td>
</tr>
<tr>
<td>Organizing participants (entrepreneurs) – email, phone conversations etc.</td>
<td></td>
</tr>
<tr>
<td>Preparation of handouts (content, design, print)</td>
<td></td>
</tr>
<tr>
<td>Social media workshop (1-2 days for a group of 10-20 people)</td>
<td></td>
</tr>
<tr>
<td>ToT on the tool</td>
<td></td>
</tr>
<tr>
<td>Evaluation</td>
<td></td>
</tr>
</tbody>
</table>

Time Estimation

The Social Media communications training will take 1-2 days. For the invitations for the participants you should – depending on the local context – foresee 1-3 months; plus another 1-2 months for the conceptual planning and contracting of trainers (if you are not providing the training yourself).

Particularities and Challenges

If the tool is applied as a training of local trainers, the involvement of a master trainer, familiar with the tool, the methodology and ideally the local context is strongly recommended.
5. Course Contents of a Social Media Communication Training

For the Social Media Communication Training you will need the following items:

- **Promotion material on the training**, consisting of leaflets, posters, newspaper advertisement, Social Media content etc. This set of material will be used to promote the tool and create awareness among potential participants.

- **Guidelines for identification and selection of partner organisations to implement the training**. The guidelines will help to identify and negotiate the terms of the provision of the Social Media Communication Training courses with suitable service providers (organisations). If you add the “trainings of trainers” component (i.e. the service provider/partner organisation does not offer Social Media Communication trainings yet), these are the participants of this part.

- **Trainer manual**: Session by session, the trainer manual provides guidelines to conduct trainings, following these steps:
  - Social Media Communication training.
  - Sustainability / follow-up.

- **Handout** to enable participants to look up course contents afterwards.

- **Guidelines for monitoring and evaluation**.
<table>
<thead>
<tr>
<th>Title</th>
<th>Social Media Communication Training</th>
</tr>
</thead>
</table>
| Objectives | The workshop will enable participants to:  
  - Understand critical elements of Social Media communication.  
  - Understand the challenges and opportunities related to Social Media.  
  - Learn how to create content, engage customers both in their home countries or abroad, align efforts on different media and monitor the effectiveness of their activities. |
| Target group | Both experienced and potential migrant, returnee or refugee entrepreneurs as well as business partners of migrants in the country of origin or destination. |
| Duration | 1-2 days. |
| Methodology | A mix of presentations, group & individual work and one-on-one coaching. |
| Contents | **Introduction to Social Media**  
  - Know the different forms of Social Media, their advantages and challenges.  
  **Choosing the right medium**  
  - Identify different contact channels.  
  - Define the target group to be reached and the message to be communicated.  
  **Content creation**  
  - Do’s and don’ts of contents for your Social Media activity.  
  - Create engaging and relevant content.  
  - Understand how users exchange, receive and distribute content.  
  **Engagement with customers**  
  - Engage your customers in open and active conversation.  
  - Understand how to curate discussions with customers.  
  - Develop feedback mechanisms.  
  **Ensure activity alignment**  
  - How to align all your Social Media activities if you are engaged in various Social Media?  
  - Formulate messages that are consistent and clear across different channels.  
  **Integration with traditional media**  
  - Develop a plan for integration of your Social Media activities with traditional media.  
  **Monitoring**  
  - Learn various tools and methods of monitoring of Social Media activities. |
| Trainers | **Lead Trainer ( & Assistant Trainer)**  
  Trainers must have facilitation skills and should have attended a short training of trainers specific for this tool (especially if they do not have any experience with the methods and contents). They can then make use of participants’ ideas to plan future activities and also motivate them to attend other programmes. |
| Expected outcome | - At least 75% of participants state their confidence in using Social Media for communication.  
  - At least 50% of the participants develop a Social Media strategy. |
6. Case Study

#SouthAfrica

Social media provides virtually instant access to information throughout the world, thus giving businesses the ability to share news about their products and services with people that were once out of reach. Hashtag South Africa (www.hashtagsa.com) is a digital media focused technology company that was established in line with the National Development Plan 2030 of South Africa. It aims to introduce, implement and integrate the use of Social Media, Fibre Communication, Cloud Computing and Mobile Application Development into SME, Corporate and Public Sector in South Africa. Hashtag South Africa engages with the business model, mission objectives and development strategies of companies and aligns it with digital communication platforms. Hashtag South Africa provides also Social Media training with modules to increase brand awareness, engage better with customers and grow sales.

One of their case studies shows how a fashion house trended across South Africa to educate women on beauty tips. Elizabeth Arden wanted to share with South African women unique beauty tips at Sandton City while sharing event content using #RedDoorExperience. A Social Media Event Management System was used to monitor live tweets. Live content was generated by media and twitter followers that attended the event together with followers from across South Africa. Social Media Event Leaderboard was established, at the end of event prizes were given to the most tweeted account. Overall 373 tweets were sent and 4,018,829 people reached over three Days.
7. Links to other MITOS-entrepreneurship tools

1 - Mentoring & Advice by Migrant Associations

This tool provides entrepreneurs with the know-how, funding and contacts necessary to succeed in business. Social media can be a way to link mentors and mentee in a cost-effective manner.

6 - Partnerships Development

With the Partnerships Development tool, training for joint ventures between migrants and partners in the country of origin is provided. In this context of transnational partnerships and a rapidly expanding digital world, communication through Social Media should be an essential part of the training.

7 - Entrepreneurship Boot Camp for Idea Discovery

In the Idea Discovery phase entrepreneurs are trying to find out whether their idea is solving a meaningful problem and whether anybody would be interested in paying for their solution. Social media are a fast and cost-effective way to test their hypothesis.

8 - Migrant Innovation Fund for Idea Validation

In the Idea Validation phase, entrepreneurs develop a prototype; undertake first attempts to sell their product or service and feel the potential market and its value. Using Social Media, potential customers or users can be reached to promote or use the developed product or service.

9 - Business Model Refinement for Business Efficiency

An important part of the business model refinement through the “Business Model Canvas” approach is the Channel for Communication whereby in a more and more inter-connected and digitalized world, Social Media is playing a crucial role to reach potential customers.

10 – Accelerator for Business Scaling

In this phase start-ups attempt to drive company growth. Social media can be a very effective way to reach bigger customer bases and reach scale easily.

11 – Strategy Development

Tool 11 helps entrepreneurs to clearly define their strategy. By using Social Media they can communicate their strategy easily with stakeholders.

14 – Branding

Having a unique and credible brand is essential for migrant entrepreneurs’ success. A savvy use of Social Media can help entrepreneurs to promote brand awareness, share valuable content and leverage on industry influencers to strengthen their brand positioning.
Branding

MITOS-entrepreneurship Tool 14
MITOS-entrepreneurship Tool 14

Branding

Content

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5. A Brand Positioning Statement Formulation Workshop ......................................................................................................7
6. Case Study ...............................................................................................................................................................................8
   mi-HUB ..................................................................................................................................................................................8
7. Links to other MITOS-entrepreneurship Tools .....................................................................................................................9
1. Tool

Branding – at a glance

What? A workshop for entrepreneurs to formulate a Brand Positioning Statement.

Why? To increase chances of a successful business by developing a unique and credible brand, benefiting the most from the migratory experience.

How? A workshop that reflects the strategy statement of the company in order to formulate a Brand Positioning Statement.

For Whom? For both experienced and nascent entrepreneurs in countries of origin and destination.
For entrepreneurs in general, establishing a new vibrant brand is a challenge which requires a sophisticated strategy and resources.\(^1\) It is difficult to compete against existing brands which usually have strong, well-known names and credibility. Even through economic challenging times, they can do better compared to unbranded products and services. If companies and entrepreneurs cannot differentiate themselves from the competition, this will hurt their long-term profitability. Especially handling consumer branding on social media can be hurtful or beneficial, depending how the entrepreneurs deal with the challenge.\(^2\) Migrant or transnational entrepreneurs face this specific situation in two regional contexts, which makes it even more complex to develop a brand. In some cases it might make sense for migrant entrepreneurs to build their brand around their migratory experience and thus, benefit of this specific situation.

This 1-2 days' workshop for formulating a Brand Positioning Statement aims at providing the necessary know-how to craft a brand message that supports and enhances the emotional relationship between your brand and the customers.

The tool is designed to promote the entrepreneurial potential of diaspora and/or returnees for countries of origin. However, the tool can easily be adapted to a different setting as well:

- Migrants in the host country.
- Refugee entrepreneurs in the host country, IDP entrepreneurs in the host region.
- Refugees/IDPs returnees.

### 2. Objective

**Specific potentials and challenges addressed**

Some of the challenges of migrant entrepreneurs this tool addresses include:

- Migrant and especially transnational entrepreneurs have to compete both against local and international brands – in both the country of origin and destination.

- Migrant and especially transnational entrepreneurs have to develop a brand that fits both the country of origin’s and the country of destination’s (cultural) context.

- As nascent entrepreneurs, they may lack the resources to build a strong brand.

**What do we want to achieve?**

**ENTREPRENEURS ARE ENABLED TO ARTICULATE OWN UNIQUE VALUE**

The objective of the Branding tool is to enable migrant entrepreneurs formulate a succinct brand positioning statement which articulates their product or service’s unique value to their customers in relation to the main competition. Specific objectives include:

- Help migrant entrepreneurs to stand out in a competitive international market by benefiting from their migratory experience.

- Benefit from competitive advantages (e.g. based on their migratory experience) by establishing a strong brand.

- Formulate an important, unique, believable, actionable and sustainable Brand Positioning Statement that enables both internal and external buy-in of the brand.

- Formulate a Brand Positioning Statement that is adapted to both the country of origin’s and country of destination’s (cultural) context.

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3. Target Group and Beneficiaries

The tool Branding targets both experienced and nascent entrepreneurs in countries of origin and destination. Target group can be:

▶ Chambers of commerce.
▶ Innovation hubs.
▶ Business associations.

Beneficiaries of this tool are:

▶ Migrants living in the diaspora (who run a business in the host country or a transnational business in the country of origin).
▶ Returnees (i.e. entrepreneurs in the country of origin).
▶ Families receiving remittances.
▶ Refugees, especially in protracted displacement situations.
▶ Business partners of migrants’ transnational businesses in the country of origin.
▶ Business partners of returnees’ transnational businesses in the host country.

4. Resources, Particularities and Challenges

Cost Estimation

Costs vary from country to country based on rates of resource persons and other cost items such as transport, printing, venue etc. The following table provides an overview of budgetary items you will need to take into account (non-exhaustive list). As estimations depend very much on the local context, you can use the right column to roughly calculate the necessary budget yourself.

<table>
<thead>
<tr>
<th>Item</th>
<th>Estimated price in local currency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promotion of the tool</td>
<td></td>
</tr>
<tr>
<td>Selection and invitation of entrepreneurs</td>
<td></td>
</tr>
<tr>
<td>Brand Positioning Statement workshop (1-2 days for a group of 10-20)</td>
<td></td>
</tr>
<tr>
<td>Monitoring &amp; Evaluation</td>
<td></td>
</tr>
</tbody>
</table>

Time Estimation

The Brand Positioning Statement Formulation workshop will take 1-2 days, whereas invitation of entrepreneurs, identification of training providers and mentors can take a couple of weeks to a couple of months. In order to formulate a great Brand Positioning Statement, entrepreneurs can do some preliminary work:

▶ Thorough evaluation of the industry landscape which includes a detailed understanding of customer needs.
▶ Analysis of competitive environment.
## 5. A Brand Positioning Statement Formulation Workshop

<table>
<thead>
<tr>
<th>Title</th>
<th>Brand Positioning Statement Formulation Workshop</th>
</tr>
</thead>
</table>
| **Objectives** | The workshop will enable participants to:  
| | • Help migrant entrepreneurs to stand out in a competitive international market.  
| | • Exploit competitive advantages by establishing a strong brand.  
| | • Formulate a unique and credible Brand Positioning Statement that enables both internal and external buy-in of the brand. |
| **Target group** | Both experienced and nascent migrant, returnee or refugee entrepreneurs as well as business partners of migrants in the country of origin. |
| **Duration** | 1-2 days. |
| **Methodology** | A mix of presentations, group & individual work and one-on-one mentoring. |

### Contents

**Customer/User Insight**

- What do people think and feel regarding the category?
- How are you relevant to those needs or desires?
- What problem(s) do you solve for them?
- What benefits of your company/product are most valuable to them?
- What most strongly influences their decisions in this category?
- Introducing participants and trainers.

**Competitive Environment**

- What concepts and conventions define the category?
- Who are your direct and indirect competitors? What defines them?
- Where is the strategic void in the market?
- Are you disrupting the category in any way?

**Company/Product Features**

- What is the simplest description of your product and what it does?
- What aspects of that are different from everyone else?

**Company Values**

- What are the values of the company?
- How do the values of the founders influence company values?
- How do company values influence your product, culture, or customers?

**Key Messages**

- What's your story?
- What are the most important and differentiating aspects of the brand?
- How can you define them as quickly and interestingly as possible?

**Brand Positioning Statement**

Fulfilling all the criteria: important, unique, believable, actionable and sustainable.

### Trainers

- Lead Trainer (& Assistant Trainer)
- Trainers must have facilitation skills and should have attended a short training of trainers specific for this tool. They can then make use of participants' ideas to plan future activities and also motivate them to attend other programmes.

### Expected outcome

- 100% of participants formulate a Brand Positioning Statement for their product or service.
- At least 50% of the participants develop two or three plausible but very different brand statement options.
6. Case Study

mi-HUB

mi-HUB (www.mi-hub.com) is a co-working space for migrant entrepreneurs, based in East London. mi-HUB provides office spaces, meeting rooms, event/training rooms as well as training and business support. The aim is to help small businesses run by migrant entrepreneurs develop strategies to raise funding through loan or equity finance, so that they become successful businesses which can create jobs and help local economies. During 16 workshops over 6 months mi-HUB supports and provides entrepreneurs with a network of like-minded entrepreneurs. At the end of the programme entrepreneurs take part in a pitching competition and the winner takes home £1000.00.

The courses consist of the modules marketing, operations and finance. The marketing course for instance is designed to promote through various type of marketing techniques such as video marketing, branding, press relations and advertising. The entrepreneurs also learn to manage their online reputation via social media. Mentors who are experts in their field provide the entrepreneurs with advice.

The programme aims to equip entrepreneurs with the business management knowledge required to create and grow their business. It will allow them to meet potential clients and suppliers, create business partnerships and be introduced to a great network of mentors.
7. Links to other MITOS-entrepreneurship Tools

1 – Mentoring and Advice by Migrant Associations

Brand positioning is best learnt and applied if the nascent entrepreneurs find experienced mentors who excel in this area and/or are experienced, thus can pass on their knowledge both from a theoretical and practical perspective.

9 – Business Model Refinement for Business Efficiency

Creating a unique and credible brand during the business refinement stage will enable entrepreneurs to gain competitive advantage in their respective market.

10 – Accelerator for Business Scaling

Maintaining a unique and credible brand during the business scaling stage will enable entrepreneurs to sustain their competitive advantage in their respective market.

11 – Strategy Development

How to develop a unique and credible brand, thus gaining competitive advantage can be one of the objectives of a strategy formulation exercise.

13 – Communication through Social Media

A savvy use of social media can help entrepreneurs to promote brand awareness, share valuable content and leverage on industry influencers to strengthen their brand positioning.