


AWARENESS GUIDE / UNION MIGRANT NET

2022

THIRD-COUNTRY WORKERS INCLUSION THROUGH SOCIAL ECONOMY IN EUROPEAN CITIES





In the framework of the UnionMigrantNet & Cities Together – an EU funded project, the **UnionMigrantNet Guide "Inclusion of migrant workers through the social economy"** is presented as the perfect tool to understand the strengths and challenges of the social economy processes applied to the migrant population who wishes to be integrated into the society.

As integration in society and at work are considered to be closely interlinked, this integration process is considered a path that cannot be paved with good intentions only. Instead, it needs a structured and long-term approach made of rules, processes and coordination involving different steps and several actors : trade unions, local authorities, civil society organisations, employers, etc. This implies that migrants need easy access to information and advice in order to improve their participation in the labour market - which is a key priority. This priority has been implemented by the European Trade Union Confederation (ETUC) through the creation of **"UnionMigrantNet"** - an European network currently composed by trade union and migrants' associations promoted by trade unions. This network aims at providing freely services to migrants in order to foster their full integration both into the labour market and in society.

Since its foundation in 2013 and up to date, the UnionMigrantNet has 186 online contact points in 16 European countries & is giving information and advice to migrants in different areas: their rights and duties to access the labour market, their rights at work and working conditions, recognition of skills and qualifications, pre- departure information among others. The UnionMigrantNet portal gives also the possibility for them to have online access to such services and enables contact points to share information, questions and best practices.

In 2022, UnionMigrantNet is the largest EU network providing services specifically addressed to migrants in Europe.

European Trade Union Confederation

IMPROVING THE CONSIDERATION OF THE LABOUR INCLUSION OF PEOPLE FROM A MIGRANT BACKGROUND (POE) WITHIN THE SOCIAL AND SOLIDARITY ECONOMY IN MUNICIPALITIES

This Guide was developed within the framework of the AMIF Union Migrant Net project, supported by the European Trade Union Confederation, and operationalised in Liège thanks to the partnership of the City of Liège, CEPAG ASBL and Monde des Possibles ASBL.

It was written by the 3 Belgian partners of the Union Migrant Net project (European Trade Union Confederation ETUC): Gregor Stangherlin and Anne Mélice (City of Liège), Didier Van der Meeren and Pauline Mallet (Monde des Possibles ASBL), Robin Sprumont and Orville Pletschette (CEPAG ASBL). It benefited from the advice of many Belgian and European operators, whom we would like to thank here. The project partners are particularly grateful for the valuable contribution of REVES Network, la CAIPS Federation, the Centre d'Economie Sociale of HEC Liège, and Anne De Acetis.

City of Liège

Liège is a city of migrants, characterised by a population that is more than 50% from a migrant origin or foreigners (on 1 January 2020, according to STATBel data, among the 197,217 inhabitants of the City of Liège, 34.7% have a foreign origin and 19.4% are non-Belgians). The motion declaring "*Liège a hospitable, responsible, welcoming and open city*", adopted unanimously by the City Council on 27 November 2017, is a landmark in Belgium, committing the municipality's services to a whole series of measures to welcome people from a migrant origin on its territory and support their integration into the labour market.

CEPAG ASBL

The Centre d'Education Populaire André Genot is a Belgian (Walloon) permanent education movement founded in 1975. Throughout Wallonia-Brussels, it develops, with its 9 federated regions, a dynamic of training and animation for the working class on political, social, cultural and economic themes. It proposes actions in favour of the inclusion of migrant workers and the fight against discrimination.

Le Monde des Possibles ASBL

Since 2001, this Belgian association located in Liège has been developing citizen initiatives in the field of cultural action, training and awareness-raising against inequalities and all forms of exclusion. It offers training, services and actions aimed at the inclusion of people with a migrant background and/or in a precarious situation, with or without a residence permit.

Note:

In this document, we have dispensed with epicene writing to avoid graphic overload: terms used to refer to persons are taken in a generic sense; they are both feminine and masculine. For ease of reading, the bibliographical references in this book are compiled in the final bibliography, not in footnotes.



Preamble

The dynamics of the Union Migrant Net project focuses on existing collective projects of migrants, with or without residence permits, who wish to become involved in the cooperative economy. It aims to encourage the necessary relays to open up the fields of socio-professional integration and the creation of businesses in a cooperative format by and for migrants. Although the most important obstacles remain in migration and reception policy, which depends on the national and European levels, these local issues, if met, can work not only towards effective inclusion, but also towards stabilising the residence status of these people through work.

Systemic unemployment, coupled with the unsuitability of certain socio-professional integration measures for the specific profile of migrants, leads us to look at inspiring examples of innovative practices: **how can we improve employability and promote access to employment for migrants via the social and solidarity economy (SSE)?**

As a practical tool for European municipalities and trade unions, this awareness-raising guide focuses on the inclusive potential of social and solidarity economy initiatives, and on the importance of the involvement of municipalities in this process, with the focal question: **how can the social and solidarity economy constitute an alternative to the classical socio-professional integration schemes for people from a migrant background? And what role do local public policies have to play in this process?**

These issues are also linked to the Friendly Cities initiative, which seeks to use social innovation to propose measures to combat precariousness and exclusion. The final objective is to bring together existing or future institutional services and the development of original initiatives to facilitate the sustainable inclusion of new arrivals in Europe.

TABLE OF CONTENTS

1. Contextualisation: defining the objectives of Union Migrant Net and the Awareness Guide

- 1.1. The employment of migrants: state of play and challenges
- 1.2. The social economy: an alternative and complementary way to the classic socio-professional integration schemes
- 1.3. Objectives and methodology of this Union Migrant Net Awareness Guide
 - 1.3.1. Presentation of the Union Migrant Net network
 - 1.3.2. Presentation of the objectives of the Union Migrant Net Guide
 - 1.3.3. Methodology of the Union Migrant Net Guide
 - 1.3.4. Definition of social and solidarity economy (SSE)
- 1.4. What is the added value of the social and solidarity economy (SSE) in the inclusion of migrants?

2. Possibilities for action at local level: European good practices and recommendations to municipalities

- 2.1. **Good practice 1:** Co-construction of public policies and inclusion in the network of friendly cities in Europe
 - 2.1.1. Including the city in the network of European friendly cities
 - 2.1.1.1. Some examples of national networks of friendly cities
 - 2.1.1.2. Some examples of European networks of friendly cities
 - 2.1.1.3. Some examples of municipalities securing the basic needs of newcomers
 - 2.1.2. Co-constructing public policies for the reception of migrants
 - 2.1.2.1. Facilitating dialogue and networking between public authorities, private business and migrants
 - 2.1.2.2. Involving migrant people in the definition of policies that affect them
 - 2.1.2.3. Facilitating cooperation through the co-construction of joint projects
- 2.2. **Good practice 2:** Initiate a partnership within cities between social economy enterprises, cooperatives and trade unions for sustainable access to training and work for migrants
- 2.3. **Good practice 3:** Use the tools and networks of social and solidarity economy existing at European level
- 2.4. **Good practice 4:** Create a municipal "one-stop shop" for services dedicated to migrants
 - 2.4.1. Setting up services to welcome, accompany and guide migrants
 - 2.4.2. Setting up an information point on social innovation
- 2.5. **Good practice 5:** Voluntarily link the social and solidarity economy to social inclusion and active citizenship of migrants in a proactive way
 - 2.5.1. Using the social/solidarity-based economy as a tool for social inclusion
 - 2.5.1.1. Promote exchanges between migrants and the host country in municipalities and companies.
 - 2.5.1.2. Finding answers to the social needs of migrants and disadvantaged people in the social and solidarity economy
 - The administrative situation of migrants
 - Access to housing

- Taking into account specific needs linked to social precariousness

2.5.2. Encouraging the contribution of migrants to active citizenship through the social and solidarity economy

2.6. Good practice 6: Integrate social and solidarity economy initiatives led by migrants into the municipal landscape: the use of social and solidarity economy initiatives in public procurement, public intervention in the stability of projects

2.6.1. Integrating social and solidarity economy initiatives led by migrants into public procurement

2.6.2. Intervening in the stabilisation of social and solidarity economy initiatives led by migrants

2.6.3. Raising capital from the public, a little-known method of financing

2.7. Good practice 7: Challenges of third places: vectors of inclusion for migrants?

2.7.1. What is a third place?

2.7.2. Methodological framework for the emergence of a third place

2.7.3. Implementation of the third place: promoting the creation of a Migration Hub, a coworking space for migrant entrepreneurship

2.8. Good practice 8: Support the social and solidarity economy as a training ground for the acquisition of social and professional skills: transitional experiences as a springboard to employment

2.8.1. Social and solidarity economy and the training of migrant workers as a tool for orientation towards employment

2.8.2. Social and solidarity economy and training of migrant workers: from SSE to entrepreneurship or co-entrepreneurship

2.8.3. Fundamental role of consultancy agencies

2.9. Good practice 9: Combine an inclusive pathway approach integrating language learning with vocational training

2.10. Good practice 10: Link involvement in social and solidarity economy initiatives with the recognition of a legal residence permit

2.10.1. Survival of undocumented migrants and regularisation through social economy initiatives

2.10.2. Role of the municipalities in stabilising residence status via the social and solidarity economy: opening up residence regularisation via the social and solidarity economy? French and Catalan inspiration

3. Methodological framework for measuring the social impact of social economy initiatives

3.1. Concept of social impact (SI)

3.2. Different approaches to social impact assessment (SI)

3.3. Social impact self-assessment approach in the social economy

4. Focus on the dynamics of groups made up of migrants: the question of the governance of collectives and third places

5. Focus on two social economy initiatives that include migrants

5.1. Presentation of the initiatives

5.2. How do municipalities work with migrants and what practices?

5.3. What can we learn from these experiences?

5.4. SWOT and PESTEL analyses

6. Conclusion: the social and solidarity economy in Europe and Belgium, an opportunity for the socio-professional inclusion of migrants

7. Inventory of European projects on which this Guide is based

8. Bibliography



1. CONTEXTUALISATION: DEFINING THE OBJECTIVES OF UNION MIGRANT NET AND THE AWARENESS GUIDE

1.1. The employment of migrants: state of play and challenges

According to a recent study by the European Migration Network, "*L'intégration effective des migrants dans la société d'accueil constitue, à l'heure actuelle, un défi majeur pour l'Europe et s'avère cruciale pour réussir à gérer les migrations*" [*"The effective integration of migrants into the host society is a major challenge for Europe today and is crucial for successful migration management"*], Guerini, 2018. According to the International Organisation for Migration, more than 250 million people live in a country other than the one in which they were born, which is 3% of the human population. On 1st January 2020, 37 million residents - whether or not they had acquired the nationality of their country of emigration - were born outside the European Union out of a total population of 447 million, which corresponds to 8.3% of the total population of the Union.

As much as social integration, economic integration is a crucial process for migrants: getting a job stabilises people's financial resources, but also helps them to build a social identity and to gain some autonomy in their new life. **However, people from a migrant background, and in particular from developing countries, are proportionally less represented among the employed in the OECD labour market.**

Indeed, the unemployment rate of foreigners residing in the EU is, on average, twice as high as that of workers with the nationality of the country of employment, even though there is a broad consensus on the benefits to the host country of successful integration of migrants into the national labour market (*Ibid.*).

Many obstacles can explain this fact:

- Insufficient language skills:
Language barriers delay entry into the labour market. In most settings, language requirements are needed to access vocational training or employment. This barrier also prevents newcomers from having access to relevant information, which contributes to limiting their professional choices.
- Social deskilling linked to the problem of recognition of diplomas and qualifications:
The lack of equivalence of diplomas and qualifications, combined with the pressure exerted by social services to enter the labour market as quickly as possible, pushes migrants to quickly reorient themselves towards a job that does not correspond to their background, skills/talents, or aspirations, thus generating a process of social deskilling. The procedures for recognising diplomas are tedious, long, costly and uncertain, even for the most qualified people.
- Qualifying courses that do not correspond to the specificities of the target audience:
According to local realities, the standard training courses, addressed simultaneously to people who are far from employment and to migrant workers, do not take into account either cultural codes, or social difficulties linked to the integration process, or the learning of the job-oriented language. They do not specifically correspond to the difficulties encountered by new arrivals in Europe, and do not allow them to be included in the labour market.

- The intersectionality of discrimination criteria characterising certain profiles of migrants:

Migrants often combine criteria of discrimination and vulnerability: foreign origin, language barrier and/or glottophobia, religion, social and economic insecurity, low level of education or lack of recognition of skills and qualifications, limited social network, post-traumatic stress disorder, etc. These criteria are obviously aggravated for migrant women. They are all obstacles to social inclusion and access to employment.

- Discrimination in the labour market :

Barriers to accessing the labour market and to employment are a major structural issue. Simply having a 'foreign' sounding name can be an obstacle to finding housing or a job. Reports on the labour market integration of migrants residing in the EU point to the discriminatory nature of the labour market. It does not reflect the diversity of the population. Discrimination against people from a migrant background is the differential treatment of individuals on the basis of their origin. It is based on the prejudices of some labour market actors about workers of foreign origin.

- Ethno-stratification of the labour market:

Migrant workers face ethno-stratification of the labour market: they are concentrated in a limited number of economic sectors where the supply of native labour is low (agriculture, construction, care work, etc.). In these sectors, migrant workers are employed in low-level positions, although about a quarter of them have a higher education. In this respect, migrant workers often appear to be the ideal alternative in economic sectors deserted by a large proportion of local workers. We are thus witnessing a systemic orientation towards so-called "shortage" occupations, which reinforces a phenomenon of ethno-stratification observable in sectors such as construction or catering (in washing-up duties).

- Lack of a social and professional network in a new context:

Finding oneself in an unknown environment, often under duress (concerning refugees) involves a series of difficulties that diminish people's ability to orientate themselves: unfamiliarity with the economic and social ecosystem, lack of professional and private levers to support settlement, or the discovery of social codes that govern the host society, etc. The new arrivals have to rebuild and understand this new environment, while at the same time suffering the isolation caused by their often-forced exile.


- Obstacles linked to the recognition of a sustainable residence status, and difficulties linked to the migratory journey:

The procedures for obtaining a residence permit and a work permit influence the person's professional project and availability on the labour market. Without a residence status, or with a precarious residence status, individuals have to ensure their survival as a priority, most often by working in the underground economy, which does not open up the field of a constructed professional project.

- Etc.

It is clear that there is therefore an inequality in the socio-professional integration process of migrant workers. Most of the current schemes do not really promote integration, whereas a rapid introduction of newcomers to employment would be beneficial for them, but also for the host society.

In order to meet these challenges and needs, **the socio-professional integration system for migrants needs to be more individualised and take into account the specific difficulties and talents of each person.** In fact, the classic systems only offer a single, linear



solution for all people who are far from employment (of foreign origin or not), but also for all foreign workers, who do not constitute a homogeneous group.

The integration policy for newcomers, like that for socio-professional integration, could pay more attention to the more specific difficulties experienced by migrants, with a view to making their inclusion more effective. In any case, the political will must be there to do so. This approach is already being adopted by many European municipalities. According to Madeleine Hersent, sociologist and founder of the Agency for the Development of the Local Economy (ADEL), *"The time of administrations and policies is difficult to harmonise and coordinate with the time of individuals and groups who are closely subject to the urgency of problematic situations, but also to the necessary time for learning"* (Hersent, 2004, 113).

Based on these observations, the Union Migrant Net project aims to examine the **opportunities that the social and solidarity economy model can offer as a potentially job-creating alternative to the so-called "classic" labour market for migrants** with ideas, skills and experience. The project follows on from the Labour-Int 1 pilot action, launched in Wallonia with the support of the ETUC in 2017, whose main objective is to promote programmes aimed at the integration of migrants, and more particularly asylum seekers and refugees, into the labour market of the country that receives them.

1.2. The social economy: an alternative and complementary way to the classic socio-professional integration schemes (ISP)


Traditional ISP schemes for migrants are showing their limitations and rigidity in practice. For example, in the European Union, the employment rate of the working age population in 2020 was much higher for EU citizens (73.3%) than for citizens from outside the EU (57.6%).

Migrants cannot be considered as ordinary job seekers: it would be wrong to believe that once their residence status has been regularised, newcomers can enter the labour market without a specific ISP approach upstream, both in terms of methods and content. This 'preparatory' vocational orientation is more a matter of social action than of vocational action: dealing with intercultural codes in the workplace, work permit issues, understanding the market, etc. (Orianne & Beuker, 2019).

All these approaches are currently still not taken into account by most national employment services, running the prejudicial risk for all parties of catapulting these workers into a "conformist" labour market without specific support, nor without knowing whether the profession really corresponds to their talents and aspirations. **Alternative pathways to employment** must therefore be tried out.

In order to support psychosocial tutoring that is not limited to learning "the language of employability» but is based on the predispositions and skills of individuals, **the social and solidarity economy seems to be a realistic way forward**, in that it prioritises social objectives. It can guarantee coherence between people's potential and the need for professional supervision. These schemes are intended to be extended to a public of foreign origin, which must be supported by public measures to guarantee sustainable access to employment.

The EESC exploratory opinion on **"The role of social economy in the creation of jobs and in the implementation of the European Pillar of Social Rights"** notes this link between SSE



initiatives and job creation: *"Social economy organisations play a prominent role in creating or safeguarding jobs, since they provide more than 13.6 million jobs, corresponding to some 6.3% of the working population of the EU 28 Member States, the number of members of cooperatives, mutual societies and similar structures exceeds 232 million and the number of enterprises and organisations involved exceeds 2.8 million. Of these workers, about 2.6 million are employed by social enterprises that meet the criteria defined by the 2011 Social Entrepreneurship Initiative"* (Monzón & Chaves, 8 April 2021).

To enable migrants, whatever their residence permit, to be truly included in society, by learning the language, creating a network among native speakers, benefiting from the indispensable support to overcome a traumatic state, and providing for their needs by themselves, the social and solidarity economy can constitute an effective alternative. The social challenge of the inclusion of migrants requires an investment by municipalities, notably financial but also political, in a win-win relationship where the societal and economic benefit of this approach appears in the short term: to fight against systemic unemployment by accelerating the access of migrant workers to quality, and therefore sustainable, employment.

The **municipalities have a key role to play in building this alternative path**. In a recent IRFAM analysis, *Pandemic: Citizen mobilisations and local management of the migration issue*, Joachim Debelder and Altay Manço (2020) point out the fundamental role of municipalities in taking into account *"local needs and in supporting their initiatives in solidarity with migrants (...) Localities are the new paradigms for managing migration issues"* (Manço & Debelder, 2020). The comprehensive consideration of the specific needs and assets of migrants, within cross-cutting inclusion policies, can offer results in terms of both social and professional inclusion. Very often, the newcomer arrives on the territory with a number of resources and skills, but **it is also important that society provides him/her with the necessary means to achieve real integration**.

In this respect, the *"EESC considers that when the role played by the social economy in creating and preserving employment benefits disadvantaged workers (...), it is necessary for the organisations concerned to benefit from adequate support policies that recognise the general interest mission fulfilled by these structures, which, although by their very nature are governed by private law, perform an essentially public function"*. (Monzón & Chaves, 8 April 2021).

1.3. Objectives and methodology of this Union Migrant Net Awareness Guide

1.3.1. Presentation of the Union Migrant Net project and network

The main objective of the Union Migrant Net project is to support the inclusion of migrant people through the work and involvement of the network member municipalities. In Liège, the project - led by the City of Liège, CEPAG, Monde des Possibles - has deployed a focus on inclusion through the social and solidarity economy: identifying practices/tools/methods in different European realities, which are potentially transferable to other European cities.

To achieve this objective, **several axes** have been developed between 2020 and 2022:

- A work of identification of European projects in social economy, inclusive or carried by migrant people. In this respect, the network already constituted by the 3 Belgian partners of the project was completed by field research, supported by the REVES and PICUM network, and, thanks to dedicated Erasmus+ mobilities, by meeting partners active in the field. Face-to-face or video-conference interviews with a panel of emblematic projects enabled us to understand how they work and to identify their obstacles and successes. The present guide was produced on the basis of this work, and contributed by a series of specialist reviewers: the Centre d'économie sociale HEC Liège, The REVES network, the CAIPS Federation in particular, to whom we extend our warmest thanks;
- Meetings in Liège dedicated to the presentation of these European good practices of inclusion of migrant people via SSE and cooperation with the cities of the network.
- Workshops in labour law organised in Liège for groups of workers of foreign origin, with and without residence permits, within the framework of the School of Solidarity and the Dazibao training of Monde des Possibles ;
- European mobility of resource persons from the participating municipalities, including a strengthened partnership with the City of Sofia and the CITUB trade union;
- The implementation of certain practices in the reality of Liège, with the exploration of a third place and the opening of public markets.

1.3.2. Presentation of the objectives of the Union Migrant Net Guide

This Guide aims to identify the multiplier effects of the SSE on the inclusion of migrants by pointing to initiatives:

- which work on the notion of common good, by initiating participatory processes, in neighbourhood contracts, for example;
- Which concretely enable the socio-professional integration of migrant workers through territorial actions linked to access to sustainable housing, health, personal services, the circular economy, new technologies, or the issue of the status of these workers;
- Which promote transversal responses to common problems experienced by workers of foreign origin or not, as a lever for social transformation;
- Which propose impact assessments, particularly with a view to reproducing projects in other European contexts sensitive to migration.

The aim of this Guide is to be able to deduce from these positive experiences the good municipal, associative and trade union practices that have enabled their development, and which are potentially transposable to other local realities.

1.3.3. Methodology of the Union Migrant Net Guide

This Guide presents numerous SSE initiatives carried out by migrants at the local level. Often small in size and relatively recent, they remain fragile and are trying to establish themselves in the long term. Our focus is on the processes that enable the structuring and development of these projects. Our approach is first and foremost exploratory: discovering and questioning what already exists, but without always having the necessary hindsight. Numerous meetings between the Belgian partners of Union Migrant Net and a panel of European projects were thus necessary to take stock, identify and compile field practices. In addition, Swiss and Norwegian initiatives are also presented in this Guide, because of their original and inspiring approach.

The UMN project gives the opportunity to cross the views on a transnational scale and to question the feasibility and especially the potential of the initiatives in their local context. The fact that Walloon actors are carrying out SSE initiatives in the UMN project is anything but a coincidence. Belgium, and more particularly Wallonia, is a particularly fertile and structuring territory for this type of initiative. Public policies for support, accompaniment and financing are particularly numerous. Nevertheless, cooperatives with a social purpose and social enterprises also seem to flourish in many other regions of Europe, despite very different local realities.

How can these emerging initiatives grow? How can meetings and exchanges with other European projects feed the debate? We can see that in the sustainable food and culture sectors, these structures are consolidating. What is the potential in the social action sector? Questioning the possibilities in the field of social integration remains a little explored path.

1.3.4. Brief definition of the social and solidarity economy

The social and solidarity economy (SSE) has several definitions. For the purposes of this Guide, we will focus on the following:

A. That it is a social economy that differs from the private sector of the capitalist type both in its way of doing business and in the values it puts forward, namely the human being and work at the heart of economic activity, rather than the pursuit of profit.

B. And 3 characteristics to define today's social economy:

1st: A social group organises itself to respond to a community need by pursuing the production of goods or services;

2nd: The response to this need is free from any profit-making purpose;

3rd: The group operates autonomously and develops a democratic decision-making model.

The social economy is composed of economic activities, producing goods or services, carried out by companies, mainly cooperatives and/or companies with a social purpose, associations, mutual societies or foundations, whose ethics are reflected in the following principles (Cf. Walloon Decree of 20 November 2008, and Brussels Ordinance of 2012)¹:

1st: Service to the community or to members, rather than profit;

2nd: Management autonomy, particularly of public actors;

3rd: Democratic decision-making process;

¹ Although the vast majority of social economy actors carry out their activities with the awareness of belonging to the third sector, other organisations do not claim to belong to the third sector but respect its principles and can therefore be considered as such.

4th: Primacy of people and work over capital in the distribution of income.

C. And finally, 9 criteria under 3 types of indicators to define a social economy initiative:

1. Economic indicators:

- A continuous activity of goods or services ;
- A significant level of economic risk-taking;
- A minimum level of paid employment.

Social indicators:

- An explicit objective of service to the community;
- An initiative by a group of citizens;
- A limitation on the distribution of profits.

Governance indicators:

- A high degree of autonomy;
- Decision-making power not based on capital ownership;
- A participatory dynamic involving different parties concerned with the activity.

1.4. What is the added value of the social and solidarity economy (SSE) in the inclusion of migrants?

The **primacy of the individual and his or her rights** is crucial in the social economy, as well as the importance of the collective, of the pooling of knowledge and resources, and of participation and solidarity. These shared contributions give SSE the ability to perceive the multiple needs of the individual: in the process of decompartmentalisation, as well as in the development of public policies, SSE has something to contribute. It has a capacity to estimate, recognise and awaken through the collective the capacities and potential of each person, the capacity to build on this potential, with a view to "empowerment" rather than assistance. We are talking about people, fellow citizens - even if this is not formalised by a residence permit, our neighbours, our friends, our colleagues who are involved in our society. These people have fundamental rights, which are not always recognised in migration and integration policies. The added value of SSE is also its **general interest mission**, which links public actors, training organisations, SMEs, etc. in a territory. SSE has this capacity to mobilise different types of resources through its partnerships and approach.

Many municipalities have realised this potential and cooperate with SSE in different areas: access to housing, city services, sustainable food, etc. A multitude of initiatives to support migrants link these different areas. In order to last, they must go beyond electoral mandates. This approach of valuing the skills of exiles also corresponds to a more positive narrative of migration, as developed in the AMIF MAX project.

More details on this project: <https://maxamif.eu/>

2. POSSIBILITIES FOR ACTION AT LOCAL LEVEL: EUROPEAN GOOD PRACTICES AND RECOMMENDATIONS TO MUNICIPALITIES

Alternative pathways to employment and inclusion through SSE are already being tested across Europe, including in Norway, the Netherlands, France, Italy, Austria, Sweden, Germany, Belgium, etc. More and more projects of this kind are emerging in recent years, in the framework of action research or other pilot projects. These activities are developing in a wide variety of fields: agricultural fruit and vegetable cooperatives, recycling and sale of second-hand clothes, reuse of computer equipment, production of organic yoghurt, car repairs, maintenance of green spaces, catering and service, textile workshops, and many others.

However, it is not a question of the public authorities promoting humanitarian projects, as **commercial success and economic viability** are essential to ensure the economic survival of these initiatives and the workers who run them. The dynamic presented here is part of the **socio-professional integration of migrants**, through the implementation of potentially wealth-producing activities, and is not limited to the provision of services or support. Moreover, beyond the potential goods and services linked to these SSE activities, these initiatives can also **meet the needs of cities in terms of services and strengthening of social ties**. These enterprises can thus constitute real mechanisms for combating both systemic unemployment and poverty and social exclusion. They provide alternative employment opportunities for precarious people, thus combating both structural unemployment and social exclusion, not only for migrants, but also for a whole range of precarious people who are far from employment. It should be noted that, beyond these aspects, they can also act as precursors through the implementation of activities related to the ecological transition.

In order to promote the development of SSE initiatives related to the inclusion of migrants, there is a need for a **strong political will at the municipal level**, especially in order to create the conditions for dialogue and coordination between integration and employment policies. By adopting a local approach that considers the specific needs of migrants, the public authorities recognise the particularity of this group.

With this in mind, a number of field experiments in the social economy dedicated to migrant workers and developed in different European countries were studied, with the focal question being: **how can the social economy constitute an alternative to traditional socio-professional integration schemes for people from a migrant background?** In addition, what role do local public policies have to play in this process?

This in-depth research made it possible to identify ten or so inspiring practices (not exhaustive), which are cited here and developed in the rest of the Guide:

Good practice 1: Co-construction of public policies and inclusion in the network of welcoming cities in Europe;

Good practice 2: Initiating a partnership within cities between social economy enterprises, cooperatives and trade unions for sustainable access to training and work for migrants;

Good practice 3: Use of the tools and networks of social and solidarity economy existing at European level;

Good practice 4: Creating a municipal "one-stop shop", bringing together services dedicated to migrants;

Good practice 5: Linking social and solidarity economy to social inclusion and active citizenship of migrants in a proactive way;

Good practice 6: Integration of social economy initiatives led by migrants into the municipal landscape: use of social economy initiatives in public procurement, public intervention in the stability of projects;

Good practice 7: The challenges of third places: vectors of inclusion for migrants;

Good practice 8: Supporting SSE as a training ground for social and professional skills: transitional experiences as a springboard to employment;

Good practice 9: Combination of an inclusive pathway approach integrating language learning with vocational training;

Good practice 10: Linking involvement in SSE initiatives with the recognition of a legal residence permit.

2.1 Good practice 1: Co-construction of public policies and inclusion in the network of friendly cities in Europe

2.1.1 Include the city in a network of European friendly cities

The membership of European municipalities in the network of friendly cities makes it possible to build a foundation of **rights for migrants**. Faced with the failure of many States to welcome migrants, many European cities have declared themselves welcoming, with the symbolic significance of insisting on the importance of a humane migration policy, but above all with the concrete aim of proposing reception facilities at local level.

The dynamics developed around the friendly cities are reflected in a variety of achievements, which depend as much on local contexts as on political sensitivities: access to housing for refugees, municipal identity cards for disadvantaged people, adaptation of education for foreign minors, the fight against "ethnic profiling", are all inspiring themes and examples of measures aimed at new arrivals in Europe. Municipal governments have the power to resist federal or European power and can make a real contribution to reducing the human rights violations that people from a migrant background may suffer. It is within these municipalities that the mobilisation of local diasporas is already taking place, in the search for inclusion solutions (housing, health, training, employment, etc.) that migrant people require in the different temporalities of their journey (asylum seekers, regularisation, recognised refugees, student stay, etc.).

The sanctuaries and resistance of cities requires strong political courage in the face of federal power and part of public opinion, which the Union Migrant Net project wishes to promote. The movement of friendly municipalities/cities is also a vector of inclusion, since it allows the establishment of an ecosystem that is sufficiently stable and secure to support, in particular, professional projects carried out by migrants.

2.1.1.1. Some examples of national networks of hospitable cities

- Launched in 2017 by the CNCD 11.11.11, the Hospitable Municipalities movement has spread widely in **Belgium**, resulting in the vote by Municipal Councils of motions committing the different departments of the city at several levels, including at least: raising awareness of the population on migration and the reception of others; improving the reception and stay of migrants while respecting human rights; and showing solidarity with European municipalities and countries confronted with the reception of

many migrants. Some municipalities, such as Liège, have gone further, committing themselves to training municipal staff, providing accommodation for undocumented migrants, or paying for medical care for the pregnancies of women in precarious situations.

- In **France**, the ANVITA network (National Association of Welcoming Cities and Territories) brings together elected officials and local authorities committed to a "*policy of unconditional reception of exiles and for hospitality in our territories*". It brings together many elected officials and contributes to the dissemination of inclusion practices experimented at local level. With the Organisation for Universal Citizenship (O.C.U.), Anvita has created the Alliance Migrations, whose objective is to federate around an alternative governance of migration, by collecting inspiring practices in the field.
- The Swiss association **Seebruecke** fights against the criminalisation of rescue in the Mediterranean Sea (Switzerland) and works to "*provide legal and direct routes to Europe*". It works to have Swiss cities declare themselves "*cities of refuge*"; Bern was the first in 2020. The website includes a map of the cities that have declared their solidarity. To quote from the article « Les petites communautés se déclarent réceptives », [*"Smaller communities are open to take in more refugees"*], 23 November 2020 : "*After ten large Swiss cities have already declared their readiness to host refugees in the camps on the Greek islands in the past months in the face of the humanitarian catastrophe, more and more small towns and villages are now also declaring their readiness to host refugees*" (Cf. Smaller communities are open to take in more refugees)

2.1.1.2. Some examples of European networks of friendly cities

- **Eurocities**
 - Eurocities works in all areas of interest to cities (culture, mobility, environment, social affairs, economic development, learning, etc.);
 - Eurocities influences the development of European policy in the interest of its members;
 - Eurocities provides an international platform for outward-looking cities to present their achievements to their peers and influential stakeholders.

Cf. http://members.eurocities.eu/eurocities/members/why_join

- **Solidarity cities**

This is a network for the integration of refugees in European cities.

Cf. <https://solidaritycities.eu/>

- **C-mise (Compas)**

C-mise is a knowledge exchange programme that helps European cities share knowledge on city practices and policies in response to the presence of irregular migrants in their

area. In particular, it has produced a good practice guide for municipalities on the reception of undocumented migrants, available online: <https://cmise.web.ox.ac.uk/files/cmise-migrants-irregular-status-europe-guidance-municipalitiespdf>

- **Intercultural Cities**

The Intercultural Cities network provides member cities with tools and advice from international specialists;

Intensive exchanges with other cities through thematic events and study visits are also organised, as well as an international exhibition of member cities at the Council of Europe.

Cf. <https://www.coe.int/fr/web/interculturalcities/how-to-join->

- **Urbact**

This is a programme that contributes to the networking of cities on different themes. Urbact sets up a structured process of exchange and learning with peers across Europe to improve local policies through concrete action planning, with a working method focused on transnational exchanges, action-oriented activities and capacity building tools.

Cf. <https://urbact.eu/all-networks?topic=1066>

- **Cities and Regions for Integration of Migrants** (European Committee of the Regions)

The network works through the implementation of different types of actions:

Organisation of policy roundtables and conferences;

Development/promotion of EU integration policy proposals;

Exchange and collection of good practices (some of which will also be posted on the European website on integration, managed by the European Commission);

Provision and dissemination of information on integration (funding opportunities, events, etc.);

Networking with other members across the EU, mayors and regional leaders, to present positive examples of integration of migrants and refugees.

Cf. <https://cor.europa.eu/en/our-work/Pages/cities-and-regions-for-integration.aspx>

- **Human Rights Cities Network:**


Cf. <https://humanrightscities.net/contact-us/>

- **Interactive map of friendly cities**

The membership of cities in national and European networks of friendly cities makes it possible to integrate a welcome policy into the functioning of the city.

Cf. <https://europewelcomes.org/>

The quality of the reception of migrants in European cities is a determining factor in their subsequent inclusion. Offering a dignified welcome to newcomers to the municipality means that the people concerned must **identify municipal contacts** capable of informing them and guiding them through the process. Similarly, it may be effective to appoint an **official within**



the municipality to coordinate the reception of migrants, as well as a **committee to monitor** the various measures envisaged to ensure the minimum vital needs of migrants in the territory.

Cities have a role in guaranteeing access to basic services, together with the search for employment for migrants, by adopting measures to remove structural obstacles: translation of information and procedures, language learning, anti-discrimination policy, etc.

2.1.1.3. Some examples of municipalities securing the basic needs of newcomers

- In **Utrecht (Netherlands)** and **Zurich (Switzerland)**, a citizen's identity card has been introduced to facilitate access to basic services for people in precarious situations, which may include migrants, with or without residence permits. On site, the municipality takes care of the housing of homeless migrants. A pilot project inspired by the Utrecht experience is being developed in **Antwerp (Belgium)**.
- In **Liège (Belgium)**, the city has made available - through a temporary occupation lease - houses belonging to the municipality to a group of about sixty undocumented migrants who have been present in the area for several years. The aim is to get these people from the "Voix des Sans-Papiers de Liège" out of extreme precariousness and the system of occupying empty private buildings, as well as to support - indirectly - an inclusive policy for migrants, with or without residence permits.
- In **Barcelona (Spain)**, the municipality has set up the Nausica programme for the reception and accommodation of migrants who have been refused asylum. The idea is to offer them shelter and legal advice while working on their social and professional integration. The results are spectacular, with more than 36% of participants finding employment.
- The European REGAL project (supported by GRDR France and EAPN Portugal), works on "*the articulation of life times for women in precarious situations*". The French and Portuguese versions of the project specifically address migrant women and the work-life balance of vulnerable people. The online publication linked to the project advocates an approach "*at the intersection of a diversity of actors and institutional affiliation*", including these issues in migration policies. (Cf. publication)

2.1.2. Co-constructing public policies for the reception of migrants

Cooperation between public institutions, trade unions, the business community and civil society organisations is fundamental to ensure sustainable access to training and work for migrants. Public authorities should see SSE actors not only as service providers, but above all as partners in the co-construction of public policies. This compartmentalisation of public services is however an identified obstacle: there is a need to deploy inter-institutional cooperation and networking.

2.1.2.1. Facilitating dialogue and networking between public authorities, private business and migrants

To enable people to access information to facilitate their access to economic, social and cultural rights, the proactivity of municipalities is fundamental. To this end, creating synergies by fostering links and dialogue with other actors is crucial: it is about contributing to the development of an ecosystem conducive to the inclusion process, involving public authorities, employment agencies, the integration sector, employers and migrant people.

The setting up of associative and citizen watchdog groups within the framework of friendly cities is also worth noting: in Liège (Belgium), the **Collectif Liège Hospitalière** acts as a relay between the difficulties and levers observed in the field and the municipal authorities. This collective, made up of associations and citizens, also monitors the application of the motion "Liège, a hospitable, responsible, welcoming and open city" voted by the City Council in 2017. Regular consultations take place in order to find solutions that correspond to the findings of the front line, in a collaborative spirit. This Collective was set up on the initiative of the Rendons notre commune hospitalière (Let's make our town hospitable), campaign, launched by the CNCD 11.11.11. in Belgium.

An Italian experience near **Prato** in Tuscany can be quite inspiring. E It involves the municipality, the judiciary, the trade unions (in particular the CGIL trade union) and the cooperatives (members of the Legacoop Federation), which together take on the task of monitoring, assisting and ultimately integrating and regularising migrants who were in a situation of exploitation in irregular work (cf. Good Practice 10 for more details).


2.1.2.2. Involving migrant people in the definition of policies that affect them

In an inclusive approach, it is in the interest of cities to consider migrants as fellow citizens, as they are able to contribute to the development of local territories. Recognising their full potential means not reducing them to a burden on the public authorities, to individuals who need to be supported or assisted. This vision is an ideological choice that many municipalities are already adopting in their political orientations. It makes it possible to dare to experiment more in the design of certain public services, particularly in a perspective of co-construction, of co-citizenship with the people concerned and the associations that welcome them.

The prerequisite of this approach is - for public actors - to ensure that migrant people have access to all the necessary information to be able to participate, that they are "equipped" for decision making.

The SSE sector is part of this participatory process, positioning itself as an incubator of social innovation projects capable of drawing from field observations recommendations useful to the authorities in defining inclusion policies.

The example of **Diomcoop** in Barcelona (cf. good practice 10) demonstrates the influence that SSE actors can have on public policy, and more broadly the role that SSE can play in facilitating dialogue with policy makers. These deliberative spaces, such as companies and institutions, can be inspired by the observations of associations and SSE actors in the field, in order to legislate on the basis of experimentation and innovation.



Collectactif initiative is also to "strengthen the emancipation and citizen participation of people in a precarious administrative situation". It aims to promote Brussels' undocumented migrants as actors of change.

2.1.2.3. Facilitating cooperation through the co-construction of joint projects


Decomartmentalising public policies on inclusion, culture and employment means facilitating communication between these sectors. This decompartmentalisation also implies networking with the local economic and social environment, creating common grounds, in order to link the different interests: the creation of a dialogue between public authorities, the business world, the associative sector and citizens can find its place in the development of common social innovation projects.

Beyond these connections between actors, it is also essential that within the world of "classic" and social enterprises collaborate with the aim of including migrants:

"Collaboration between mainstream and social enterprises is the essential foundation for an inclusive economy. Social enterprises are of crucial importance for the employment of disadvantaged groups and are a powerful actor for social change. On the one hand, we see that social enterprises, through the social needs they meet, have become indispensable in the field, and that, because of their local presence, they have acquired an important influence in local management. On the other hand, we see that social economy enterprises remain vulnerable, and, like ordinary entrepreneurs, they have to look for innovative and sustainable partnerships every day. According to experts, the post-Corona economy will be local, inclusive and circular. For this, the social economy has ideal assets in hand, and certainly in partnership with the regular economy. Isn't this the impetus needed to put the social economy on the map once and for all" (Single Market Forum, *Social Economy and Social Entrepreneurship Pioneer for a new inclusive and sustainable economy?* 9.3.21 : cf. <https://economie.fgov.be/fr/evenements/single-market-forum-social>)

To facilitate this cooperation, the **R.E.R. Project** (Réseau d'Échanges et de Restauration) in Sarcelles (France) offers in the same place an integration restaurant, a coworking space, associative and cultural events, etc. Located in the Garges-Sarcelle train station, the place is open to future social entrepreneurs in the restaurant sector. The municipality of Goussainville has partly financed the project (with the Region in particular) but has also made its former central kitchen available to the project. The Roissy Pays-de-France Agglomeration Community provided mentoring for the project, including facilitation towards a professional and support network by "*animating an ecosystem favourable to bringing together actors and partners for the development of the project*". The objectives are multiple, but first and foremost it is about offering employment prospects to women who are far from the labour market. It is thus a question of associating integration and employment policies through an innovative project involving local authorities, the business world and the voluntary sector. The Exchange and Restoration Network was developed as part of the "SNCF Shared Station" call for proposals for companies and associations.

Associations, trade unions and cooperatives that accompany migrants can thus strengthen an ISP policy, in particular by:

- 
- Their great capacity to identify, at the 1st line, the urgent social needs encountered on a daily basis;
 - Their reactivity and the solutions they propose based on new economic models that make it possible to generate financial flows that can then be shared;
 - Their ability to mobilise civil society on societal issues that the local municipality wishes to address.

2.2. Good practice 2: Initiating a partnership within cities between social economy enterprises, cooperatives and trade unions for sustainable access to training and work for migrants

Cooperative societies are contributing to societal change, particularly in relation to the inclusion of migrant people. As trade unions have also taken up these issues, there is a need to foster a dialogue between cooperative and trade union movements to support and strengthen these alternatives.

For some years now, we have seen a **mutual interest between cooperative movements and trade unions** in understanding their respective differences and specificities, and in seeking to identify their points of convergence and common demands on social issues². In Belgium, many cooperative and social economy enterprises, particularly in Liège, offer fine entrepreneurial achievements, typical of the cooperative movement and its resurgence over the last twenty years.

Concerning SSE initiatives carried out by migrant people in particular, trade unions can and should pay attention to them and support them, because they allow - as mentioned throughout this tool - to experiment another approach of economic and social development for migrant people. Indeed, the whole cross-cutting interest between the recognition of the status of migrant worker and SSE initiatives by and for migrants is that of enabling their real inclusion through work and the acquisition of new rights, while making them actors of their own emancipation.

Trade union support for these SSE dynamics can take different forms:

- Involvement of the trade union sector in social economy initiatives led by migrants: work on an economic model, valorisation of the social and solidarity economy in opposition to the uberisation of our society via the platform economy - which employs many foreign nationals -, and as a lever for access to new ways of granting legal residency through work (on this last point, cf. Good Practice 10);
- Identification of links with the professional centres of the trade unions and the professions in which migrants are often employed (construction sector, personal care, cleaning, catering, etc.) in order to respond to various technical questions concerning the status of workers with precarious residence status or without a residence permit;
- Reflection on the status of migrant workers in their access to the labour market (institutional obstacles and blockages), specificity of the SSE in the protection of workers, identification of recommendations;
- Political struggle for certain legal changes that would improve the employability of the migrant public:
 - Opening the single permit procedure to undocumented migrants already present on European territory (cf. https://ec.europa.eu/commission/presscorner/detail/en/qanda_22_2655);
 - Improving the rules for diploma equivalence procedures and facilitating the process of recognition of skills acquired in the country;
 - Regularisation of undocumented foreigners: adoption of clear criteria in the law and establishment of an independent and permanent regularisation commission;

² Cf. not. <https://escap.be/nos-productions?program=213>

- Ensure that criteria related to employment are marked out, to avoid possible abuses by unscrupulous employers;
- Awareness-raising within professional centres to avoid competition between local and foreign workers (and in particular those who are awaiting a decision on an application for international protection);
- Provision of trade union premises so that people can reflect on their condition as workers, prepare action plans, store materials;
- Offering appropriate trade union support in setting up social economy initiatives that workers would like to develop (question of workers' status, their rights, etc.), through a protocol in which a social economy consultancy agency would intervene to train participants in defining an economic model, a market study, a feasibility study, soft skills on products/services offered to the community;
- In the same perspective, it should be possible to reflect on improving the capacity of migrant workers to organise themselves and to define democratic mechanisms for validating decisions ("one person, one vote", sociocracy, etc.), and to draw up a map of the actors involved (social, cultural, training, economic) with a view to constituting a base of solid relays/supports for the development of new interpellation projects linked to the SSE;
- Support for access to specific training for migrants related to SSE fields and workers' cooperatives;
- Participation in new social innovation projects (actions with associations, citizens, municipalities) that decompartmentalise policies related to culture and employment;
- Identification of how the digital ecosystem can adequately integrate qualified migrant profiles.

In parallel, there is still a significant lack of contact between the business community and the organisations organising the integration process (the form of which varies from country to country), which hinders the employment of newcomers who have had to follow an integration pathway. Companies are not sufficiently involved in the creation and implementation of integration schemes. It is therefore necessary to raise awareness among these actors of the benefits of employing newcomers, which is a key factor in their integration. Trade unions also have a role to play in this respect.

This list is not exhaustive, but it demonstrates the wide potential for action by trade union actors in improving the socio-professional integration of migrants through the social and solidarity economy. **The trade union structure is indeed essential in the fight for the rights of workers, whether documented or undocumented, to denounce and participate in the improvement of a system that does not sufficiently take into consideration the most precarious categories of the population.**

2.3. Good practice 3: Use of the tools and networks of social and solidarity economy existing at European level

From the 1990s onwards, networks of professional actors have really developed at European level, concomitantly with the social and solidarity economy and the Europeanisation of social policies.

Several formal systems, i.e. socially recognised as such, of connected links, now exist on a European scale, systems whose strength is their diversity. In 2016, the European *Think & do tank Pour la Solidarité* produced a note on social and solidarity economy networks in Europe, on which the following lines are partly based. We will present five of the main formal social economy networks at the European level, as well as other tools contributing to the same objectives.

- **DIESIS**

DIESIS is one of the largest European networks specialising in supporting the development of the social economy and social enterprises. It is the only structure organised as a cooperative. It operates through the implementation of knowledge-based activities, such as training, project design, consultancy and advisory services, technical assistance and research. An important part of its activities is aimed at setting up transnational European projects, involving national and regional members.

Established in 1997, DIESIS covers more than 13 EU countries and several thousand enterprises, through major national federations and national support networks.


The network is part of the European Commission's Expert Group on Social Entrepreneurship, assisting the Commission in the implementation of initiatives for social enterprises. It is also part of the European Social Fund Social Economy Network. DIESIS works in partnership with other European thematic networks and platforms, including REVES and Social Economy Europe.

- **REVES**

REVES - European Network of Cities and Regions for the Social Economy - is a European organisation based on a partnership between local and regional authorities on the one hand and private organisations of the territorial social economy on the other hand.

The network, which was founded in 1996, takes the form of an ASBL. Its aim is to promote the social economy and its values through partnership with local and regional authorities. This implies going beyond existing contractual relationships, for example through public procurement, by seeking instead the co-construction of policies and strategies. This is achieved through exchanges, experimentation in professional fields historically strongly invested by SSE (recycling, social services, vocational training, etc.), and policy dialogue with policy makers at national level, but especially at European level. A significant part of the network's experimentations and research-actions aim at exploring the potential of less invested sectors, related for example to the green transition, energies, cooperative platforms, etc.

It is the idea of added value that underlies this search for co-construction between the two actors. They both pursue similar objectives, based on the principles of social inclusion, the fight against discrimination and sustainable local development. Moreover, social economy enterprises and organisations are deeply rooted at a local level and have a broad knowledge



of local needs and environment. Moreover, they are deeply innovative in their methods of participation and entrepreneurship, which would benefit from being taken into account and supported by other local actors, including political authorities.

The network organises every 2 years the REVES Excellence Award, a competition organised to reward exemplary partnership initiatives between SSE and local and regional authorities. In 2017, the jury composed of representatives of the ILO, the European Parliament, the Commission, the European Economic and Social Committee, but also SSE actors, rewarded two initiatives dealing with the defence of the fundamental rights of migrant people, including the Univerbal project of Monde des Possibles. In the activities of the regions and cities with which REVES works, the network notes a growing recognition not only of the importance and urgency of acting for the integration of migrants, but also of the role that the social and solidarity economy can play as a partner of public actors. A significant part of the members of the network also work directly with migrants, or indirectly when they address a precarious public.

By bringing together these local partnerships in a common network, actors from 18 European countries share their good practices in this field and highlight them with a view to broadening their application.

- **EMES**

The EMES network of European Research Centres on the Social Economy was created in 1996 with the aim of progressively building a European body of theoretical and empirical knowledge on the social economy and social entrepreneurship. Its main activity is therefore not the networking of social economy actors per se, but rather the research and gathering of information related to the "third sector", despite the diversity of national traditions and visions that the notion covers.

- **RIPESS**


The Intercontinental Network for the Promotion of the SSE in Europe, or RIPESS, aims to foster the exchange of good practice and engagement in joint actions that can broaden and enhance the visibility of the social solidarity economy.

These objectives are achieved through the federation at European level of actors and organisations from 16 European countries working in the sector (national or regional networks, communities, researchers or academics), promoting other modes of production, consumption, savings and exchange for the construction of fairer economic regulations and a more solidarity-based development.

- **Social Economy Europe (SEE)**

Created in 2000, the Social Economy Europe (SEE) network has the particularity of being almost exclusively composed of "sub-networks". It thus aims to represent the social economy in its entirety at European level. Social Economy Europe acts as a sort of interface between the 2.8 million social economy enterprises and the European institutions, which it helps to define European policy on the social economy. It is also the secretary of the European Parliament's Intergroup on SE.

Despite the diversity in the fields of action, categories of members and types of activities, these different networks members of SEE have an overall unified project, that of promoting a political and collective project in favour of the social economy. It is not a question here of trying to unify the concept of social economy, the meaning of which remains very different from one member



state to another as we have seen, but rather of orienting the policy of the states in which these networks are present in order to best integrate the demands of SSE actors, while preserving the diversity of the field of its actors, a crucial characteristic of the third sector. Ultimately, these networks contribute to the legal, institutional and political recognition of a "plural" economy, distinct from the market economy. They are now present in the vast majority of European countries.

- **IBM-MORE**

The IBM-MORE project is supported by the Erasmus+ programme (KA2 - AEF), and identifies European SSE initiatives, as well as practical tools specifically for migrant entrepreneurs, in order to strengthen entrepreneurship skills.

The IBM-MORE project started in September 2019 for two years. It brings together four organisations: Le Monde des Possibles ASBL in Belgium, KIST in Austria, MIA in Norway and INFODEF in Spain. The IBM-MORE project aims to develop innovative tools and methods to stimulate learners' digital, intercultural and entrepreneurial skills through web-based learning. The ambition is twofold: to provide tools to professionals in training for the socio-professional integration of migrants. And more specifically, to support migrants in their social entrepreneurship initiatives.

IBM-MORE has launched its website_, which brings together a digital database of good practices and various resources for migrant entrepreneurs. The database will link to relevant information on projects or initiatives to support migrant entrepreneurship. For example, successful projects such as Univerbal from the World of Possibilities will be referenced in the database. The website will offer entrepreneurship training with a focus on the social economy. This training is based on web applications and is presented in the form of games, which allow people to learn about the different aspects of entrepreneurship in a fun way. The project will result in a pedagogical manual for professionals on how to implement this training.

- **PIONEERS**

The European project PIONEERS- developed within the framework of European funding - is aimed at vocational trainers and educators working in the field of vocational training dedicated to entrepreneurship

The objective of the project is "to provide vocational training actors with innovative tools and working methods for community service programmes, also called "Service Learning", which involve experience in a professional context. The PIONEERS project thus aims to stimulate creativity, innovation and entrepreneurship among students engaged in vocational training. It promotes social entrepreneurship and has produced an online database on social entrepreneurship and training tools for social entrepreneurs.

- **Migration Policy Group - MEGA Agenda (Migrant Entrepreneurship Growth Agenda)**

In the framework of a European partnership of 5 European cities (project <https://migrant-entrepreneurship.eu/>), the Migrant Policy Group (think-and-do-tank based in Brussels) has drafted the MEGA Agenda, to support the different levels of government to "strengthen policies that support international business". Through this agenda, 50 European organisations are calling for programmes to support more inclusive entrepreneurship for migrants and diversity in business. It is possible to join the initiative via an online form.

Extract from the MEGA agenda:

MEGA calls for the adoption of the following effective policies so that entrepreneurship actors can work together to support businesses with international roots:

- Visibility for migrants of existing entrepreneurship support services;
- Networking among migrant entrepreneurs;
- Linguistic and cultural sensitivities in the provision of entrepreneurship support services to immigrants;
- Legal and regulatory advice on setting up and running a business;
- Targeted business training;
- Access to finance for potential and established migrant business
- Provision of incubation facilities and services;
- Supplier diversity criteria in procurement;
- Data collection, impact analysis and evaluation of measures.

The MEGA project contributes to measuring the achievements and needs of cities in supporting migrant entrepreneurship, to developing recommendations and policy dialogues with national and European institutions, and to setting up a transnational platform to promote the exchange of experience and knowledge.

2.4. Good practice 4: Creating a municipal "one-stop shop", bringing together services dedicated to migrants

The one-stop shop for migrants in **Lisbonne** can be considered as the ideal model to achieve. For the past ten years or so, many European cities have been rushing to discover the project on the spot, and trying to import the good practice, with sometimes mixed success. It is impressive to bring together in the same building all the public and private services that facilitate access to the territory and the integration of migrants³. Questioning the feasibility of such a project sheds light on the political, institutional and practical conditions for such an undertaking. In many European countries, regions and cities, these conditions are lacking: political divisions, institutional compartmentalisation, multiplication of systems and operators are unfortunately the local realities in many countries, which often prevent the very idea from being mentioned.


However, the pooling of places is an effective way to overcome institutional compartmentalisation. The administrative complexity prevents the majority of migrants from understanding what is required of them, and not only because of the language.

2.4.1. Setting up services to welcome, accompany and guide migrants

Bringing together in this way all the public and associative services in sectors such as employment, training, language learning, recognition of diplomas, access to the territory and to work, social security and health, etc., has made it possible in the cities where this concept has been implemented to facilitate migrants' access to rights and services, but also the creation of new partnership projects.

- In a **EURICSE** study programme launched by the government prior to Matteo Salvini's, which aimed at decentralising the management of integration activities with financial support at national and municipal level, cooperation between **Italian municipalities**

³These services include employment, residence permits, social security, citizenship applications, access to education or health care, etc.



on SSE was established. The diversity of projects that have been created on this basis is very rich. Some cities, regions and provinces have even gone further: the Province of Trentino has developed a "one-stop shop" comparable to the Portuguese example. A centre for the study of local cooperation has just published a study on the benefits of this type of approach, which also influences the trade unions. However, the change of government in the province put an end to this project. This example is nevertheless inspiring, on the potential of education/training/vocational guidance of migrants.

- **Leuven** (Belgium), a progressive city with a very social community, was the second most welcoming city for newcomers in the Flemish Region between 2014 and 2017. The city's reception initiatives are divided into two pillars: the promotion of solidarity and taking a stand in relation to government authorities (an important part of the overall local policy); and concrete initiatives for the reception and integration of refugees. The reception centre for "newcomers speaking other languages", **De Nomade**, welcomes young refugees (18-35 years old) around a real municipal one-stop shop. They can find all the services and information they need in one place, concerning all aspects of daily life: employment, housing, school, leisure, health, etc. The originality of the place is its welcoming dimension, which allows newcomers to make it their own and to call on it willingly.
- In **Liège (Belgium)**, migrants who obtain a residence permit are received by the **SADA** (Service d'Accueil des Demandeurs d'Asile) This municipal service organises the financial support linked to the settlement, as well as during the compulsory integration process. For refugees, this support lasts two years.

2.4.2 Setting up an information point on social innovation

In the same vein, centralising information and services related to social innovation within a single window seems to be proving its worth, provided that the "social economy" label is marked out. These collaborative platforms can bring together trade unions, associations, citizens, businesses and public services to support the identification of a territory's needs and link them to incubating social economy projects, as well as to existing schemes.

The advantage of this type of window is also to make known the offer of goods and services of SSE initiatives, and the existing possibilities of support. They contribute to a better recognition of these initiatives in the institutional landscape of the cities: to identify projects in favour of access to housing, health, training for example, and to promote them publicly via information campaigns on the city's networks in particular, or to officially call upon these initiatives within the framework of the activities organised by the city. The idea is therefore to associate local initiatives with the coherence of public policies.

To do this, it is essential to make the points of support for entrepreneurship, inclusion and employment known to migrants who are unaware that support exists.

However, this tendency to frame the social economy in regulations in order to bring it into the formal field runs the risk of small, emerging structures being "crushed" by these rules, as they cannot compete. Indeed, these informal structures are not yet strong enough and need specific support to connect them to official channels; municipalities can also play this role of carrier.

2.5 Good practice 5: Linking social and solidarity economy to social inclusion and active citizenship of migrants in a proactive way

2.5.1. Using the social/solidarity-based economy as a tool for social inclusion

Beyond the issues of socio-professional integration, the social economy can constitute a real added value for the inclusion of migrants. Indeed, the primacy of the individual and his or her rights, the importance of the collective, the pooling of knowledge and resources, participation and solidarity are key values.

The SSE, through its ability to perceive the multiple needs of the individual and society and, on this basis, to recognise and activate by the collective its capacities and potential, can therefore be considered as a particularly suitable tool for these purposes. In this context, the use by municipalities of social and solidarity economy initiatives as a lever for the social inclusion of migrants is a coherent policy choice. This can be done in several ways, which we will now consider.

2 examples of projects carried out by Caritas Bulgaria in Sofia:

The rehabilitation and social integration center "Blagoveshtenie" of Caritas Sofia (Bulgaria) develops artistic activities within the framework of the social workshop **Caritart**. Refugee and Bulgarian women produce together handicrafts that are sold on markets. This social enterprise also welcomes people with disabilities, Roma children, etc. These artists are paid for their work and all other profits from the sale of our products go directly to projects supporting these groups.

<https://caritart.bg/about-us-2/>

Caristo is a Lebanese restaurant located in Sofia and supported by Caritas Bulgaria. It is managed by 2 refugees and 1 Bulgarian woman in a vulnerable situation, whose objective is to give work to people who struggle to find it. It also operates on donations, which allow it to provide meals to the homeless in a shelter in Sofia.

<http://bcnl.org/en/analyses/bistro-caristo.html>

2.5.1.1. Promoting exchanges between migrants and the host country in municipalities

Several examples of initiatives within the third sector for the reception and support of migrants can be cited to illustrate this trend:

- In Athens (Greece), the **Welcommon Hostel** was created as a result of a common need for a building capable of hosting different reception services for precarious people, migrant or not. In cooperation with the municipality, companies and civil society actors, a social cooperative was set up in a former clinic to provide emergency accommodation, health and social services, information, guidance, etc. for people in precarious situations. This social mix is essential in a project based on exchange and the creation of social links.
- In various municipalities in **Germany**, women of foreign origin act as social mediators between migrant families and municipalities in order to promote the social integration of people of the same language, culture and origin as themselves. The "Neighbourhood Mothers" (**Stadtteilmütter**), supported by local institutional actors, was created on the initiative of the Protestant churches' social aid association and structures their intervention. These mediators, because of their privileged contacts with people belonging to the same social group as themselves, have the trust of the latter. The project started in Berlin and was later replicated in other German cities.

- The Finnish **Startup Refugees** is a social enterprise whose mission is to provide asylum seekers, recognised refugees and other migrants with support to develop skills and find a job or start a business. This support is offered by linking people with partners of the enterprise according to their needs. The network is composed of various actors, ranging from cooperatives to civil servants to associations. Inclusion potential is thus developed through the development of soft skills, public and private networking and participation in local SSE initiatives.
- In the Netherlands, **OpenEmbassy** (a limited liability company) organises meetings and networking between newcomers and Dutch residents/professionals around 'learning communities'. Its activities are aimed at both newcomers and residents, building on the talents and ambitions of the participants:

The Maaksessies (practical workshops) organise the sharing of experiences between migrants and locals and promote the collective design of responses to the urgent social needs of newcomers. In addition, the Welcome application allows for individual information requests related to integration, with coverage of different regions of the country.

The "Het Fundament" platform is an incubator for projects by migrant entrepreneurs to facilitate access to employment and self-entrepreneurship, which draws from these individual experiences concrete recommendations to drive systemic change for inclusion.

OpenEmbassy offers workshops to work on corporate social responsibility, including the implementation of a "diversity policy". Specifically, for municipalities, the project provides training on communication skills for municipal employees involved in the development of the Inburgering en Participatie Plan (Integration and Citizen Participation Plan).

- In Liège (Belgium), several projects contribute to creating a link between migrants, the host society and businesses: the **Live in Color** association promotes interculturality by providing young migrants with a network of welcoming businesses. The **Interra** association, which was set up in 2019 with the aim at encouraging meetings between migrants and the people of Liège, has set up the **Interlab** in 2020, the first incubator for entrepreneurs with a migrant background, with the support of the Walloon Region. The **Sirius Hub** project of Monde des Possibles, a training and digital agency made up of both Belgian and immigrant computer developers, proposes to train and capitalise on the participants' skills in order to find clients and common economic outlets. It is in line with the association's **Projet 109**, which sets up senior/migrant pairs to combat exclusion by creating intercultural and intergenerational links.
- In Strasbourg, Paris, Rennes and Tours (France), **Kodiko** is an association of general interest which offers support to refugees (or beneficiaries of subsidiary protection) towards employment, by putting them in contact with companies. Kodiko creates pairs between company employees and refugees. Individual follow-up allows the definition of the professional project of the persons, within the framework of two meetings per month with the partner company, during 6 months. Theoretical group support enables the transmission of cultural codes, the creation of a CV, the practice of a job interview, the creation of a LinkedIn profile or the "pitching" of one's project. Created in 2016, Kodiko has accompanied more than 950 refugees, with a significant rate of employment. The project benefits from the support of private companies in particular, but also of some of the partner cities.

More broadly, the inclusion of migrant workers in social economy structures - and more generally in the labour market - implies the development of a "diversity policy" within companies. This presupposes upstream work on social awareness of inequalities, stereotypes, intersectionality, etc., which requires a global policy to promote interculturality.

2.5.1.2. Finding answers to the social needs of migrants and disadvantaged people in the SSE

If we want to promote the inclusion of migrants by working more or less actively to create links between them and the municipalities, as well as with private actors with a social objective, we must mention other original initiatives. These initiatives, which also aim to promote the social inclusion of a precarious migrant population, have the added advantage of remedying other problems observed among particular categories of migrants.

- **Access to quality information for migrants:**

Focus on the Univerbal service (Liège, Belgium):

Univerbal is an accredited social economy project run by Le Monde des Possibles, which aims to enhance the potential of migrant people's language skills, and is structured around 2 axes:

- The organization of training sessions for interpreters in the social environment as part of a pre-professionalization process for future interpreters, allowing them to establish a framework for interpreting interventions, including the signing of a code of ethics.
- The organization of an interpreting and translation service in the social environment that provides trained interpreters to public services working on the front line with migrants who have little or no knowledge of the French language.

The project was launched in 2015 with support from the ESF AMIF and the Walloon Region in 2015/2016. At the end of this funding, the service continued to receive requests for services from the Liège association sector chose to continue the project to meet the needs of Liège hospitals, Caritas, the Red Cross, Fedasil, and other associations to be able to honor their missions and the rights of newcomers.

Univerbal aims to bring about the institutional recognition of the know-how of migrant workers and to strengthen their socio-professional integration. While proposing a space of creation in the field of interpretation in social environment, where, there is a lack of innovative solutions. The aim is to have the profession of interpreter in a social environment recognized as a profession that requires training, evaluation and constant support before and after any interpretation session, and to demand fair remuneration and recognition for the interpreters.

The project currently has 45 interpreters offering a total of 30 languages of intervention such as Arabic, Somali, Pashto, Russian, Albanian, among others.

Status of the workers: currently, the interpreters involved in the project sign a volunteer contract that allows them to work as such, to have insurance and to be paid, provided that they do not exceed the annual compensation limit of 1388.40 euros. This status has its limits for the person who cannot exceed this annual limit, which also poses a problem for the professionalization of the interpretation service. Recently, some interpreters have been able to be hired under an "Article 60" contract, a limited scheme supported by the CPAS (public social action centers).

Nevertheless, this compensation constitutes a micro-income for the interpreters. A social impact study led by CALIF was carried out in 2022, which demonstrates the importance of this financial income and the impact of Univerbal on the resocialization of participants.

<https://univerbal.be/>

- **The administrative situation of migrants:**

- In Barcelona (Spain), the **Diomcoop** (cf. insert - "Good practice 1") was born out of a meeting between an informal group of first-time undocumented street vendors and the municipality. Thanks to temporary (3 years) and decreasing financial support (from 95% public funding of the activity to 0% after three years), a cooperative was born, whose activities are diversified (awareness-raising tools on migration for citizens, events, textile workshop) and focused on the members' own skills. Through the training of its members, it aims to enable them to regularise their residency situation and thus ensure them lasting access to the labour market.
- In Geneva (Switzerland), a project called "**Opération Papyrus**" was set up to combat undeclared work by illegal migrants. The aim was not only to intensify the fight against the negative economic effects generated by the phenomenon - in particular by strengthening employer controls - but also to normalise irregular situations in law by relaxing the criteria for issuing work permits to undocumented migrants who have been working in the country for several years, with a view to improving their living conditions and validating their integration into society. The process relied heavily on the assistance provided by associations and support structures linked to migration issues. In the end, nearly 3,000 people without residence permits had their situation regularised in less than two years. Although "*Operation Papyrus*" is not an SSE project, it is an inspiring example for these initiatives, which can also contribute to the granting of a residence permit at their level.

For more information on this point: cf. "Good Practice 10".

- **Access to housing:**

Housing is a central element in the stabilisation of the individual and is obviously also a driver of inclusion. Nevertheless, despite this fact and the fact that it is recognised as a fundamental right, difficulties in accessing housing are often observed among migrants.

Therefore, various actors have decided to create innovative initiatives aiming at facilitating access to housing for the migrant public, through original methods:

- In Belgium, we can mention the **Kologu** project, a Brussels initiative, which aims to promote access to housing for recognised refugees by offering them the opportunity to join existing shared accommodation. In this way, the "diversity" dimension is added to the housing aspect. This activity has recently been taken over by the **Singa Belgium** community, which was already proposing meeting activities between locals and newcomers with an inclusion objective, to which this housing aspect has been added.
- On the other side of the Franco-Belgian border, the organisation **Caracol**, *colocations mixtes et solidaires*, proposes to owners whose dwelling is temporarily unoccupied (due to sale, urban project, refurbishment, etc.) but habitable, to create solidarity, committed and ecological colocations, with the objective of creating links between residents with different life paths and cultures. Working with a number of public and private partners across France, the project is spreading throughout the country.

- **Considering specific needs linked to social precariousness:**

When we talk about the "specific needs" of workers of foreign origin, we are talking as much about aspects linked to socio-professional integration (knowledge of the labour market, equivalence of diplomas, etc.) as about the realities linked to social insecurity as a whole.

With regard to the fight against illiteracy, **Emmaus Connect** (Paris) has been working since 2013 to enable people in a situation of social and digital insecurity to access the online tools that have become essential. In particular, the association offers to recondition computer equipment, which is made available or sold at low cost to people in precarious situations. The system is based on donations (generally from companies) of equipment and the commitment of volunteers, most of whom are retired. Access to digital technology is currently an essential condition for migrant workers' access to employment, as procedures are now digital. More generally, Emmaus' activities help to create jobs for people who are far from employment (including migrant workers) by meeting social needs by setting up solidarity services that are open to everyone.

Particular attention should also be paid to the situation of migrant women, especially single women with children, in terms of unequal access to employment and childcare, which can be an obstacle to training and employment.

2.5.2 Encouraging the contribution of migrants to active citizenship through the social and solidarity economy

Involvement in a social and solidarity economy project is a source of inclusion, in that it implies behaving and being considered as an actor in a community of solidarity, and therefore taking a full place in the host society. These value-driven SSE projects are potentially welcoming places for migrants, but they can also act as a banner against discrimination by promoting the contribution of these citizens to local development.

It is crucial that the actions developed contribute to social inclusion. This aspect is de facto present when it comes to training. It should also be present when encouraging migrants to respond to calls for tender from public authorities

Some examples of migrant participation in active citizenship and community development:

- The Brussels-based association **Collectactif** (Belgium), created by migrants with and without residence permits, wants to raise awareness of the issue of food and material waste by organising collections of food and objects, and transforming/recycling them before redistributing or selling them. Its objective is to create a system of horizontal solidarity by setting up a structure for recovery, transformation and sharing. Some of the members are now regularised. Their actions in the fight against poverty - including the distribution of food parcels - have enabled them to obtain recognition and cooperation with the city.
- The **Community Land Trust de Bruxelles (CLTB)**, (Belgium) is an organisation that aims to promote access to housing and home ownership, an issue that particularly concerns people from a migrant background. It creates links between members of a very diverse precarious community through activities to combat precariousness in Brussels in disadvantaged neighbourhoods. The innovative mortgage arrangements used allow for a way out of speculative logics, by fighting against homelessness and poor housing, and are based on collective dynamics that imply a proactivity of the members.

To find out more about these initiatives: cf. <https://www.citizendev.be/ressources.html>

- In **Genoa** (Italy), the municipality is trying to enhance the contribution of people with migrant backgrounds in the revitalisation of its city centre. The idea is to allow migrants in need to occupy abandoned buildings on long-term leases for low rents, or even free of charge, in exchange for an active contribution to the community: homework school activities, awareness-raising, etc. have thus been developed. A similar dynamic is at work in France, with **Plateau Urbain**, a "transitional urban planning cooperative (...) which offers vacant spaces to cultural, associative and social economy players". The originality of the Genoese initiative lies in the fact that it comes from the municipality itself, in a "win-win" spirit: finding a place to host activities led by migrants, while revitalising disadvantaged neighbourhoods.
- In Brussels (Belgium), the initiative of **Communa ASBL** is also working on the temporary occupation of empty premises for social activities. Originally, Communa was a collective that recovered empty buildings for events; it gradually became institutionalised to occupy buildings within a short period of time, within the framework of precarious lease agreements, thanks to a privileged partnership with the municipalities (including subsidies, but which are not sufficient to cover all the activities).

2.6. Good practice 6: Integration of social economy initiatives led by migrants into the municipal landscape: use of social economy initiatives in public procurement, public intervention in the stability of projects

To ensure the sustainability of emerging, and therefore fragile, social economy projects, European municipalities are deploying different modes of direct support to these structures.

2.6.1. Integrating SSE initiatives led by migrants into public procurement

Public procurement can play a role in recognising and stabilising the existence of SSE initiatives for the inclusion of migrants:

- By providing for **"diversity" or anti-discrimination clauses** within the contracts themselves. In this respect, the city of Ghent has experimented with inspiring anti-discrimination testings.
- By **entering into direct agreements with SSE projects led by migrant people** in the framework of public contracts, for catering services, cleaning services, etc. The Barcelona example is original: the city calls on **Diomcoop** for the guarding of hospitals, or for the assembly and dismantling of festival stages.

Taking these projects into consideration within the city's departments and services is crucial to enable them to exist in the municipal landscape, but it assumes proactivity on the part of the public authorities: indeed, these structures are potentially less competitive than traditional companies or those run by professionals who have already mastered the codes of the sector. The transposition in Belgium of **Directive 24/2014/UE** of the European Parliament and of the Council, on the award of public contracts, gives municipalities the possibility of reserving certain public contracts for socially disadvantaged groups (the city of Brussels-Capital subsequently made this an obligation), with the aim of integration:

Considering 36): **"Employment and work contribute to integration into society and are essential elements in ensuring equal opportunities for all. Sheltered workshops can play an important role in this respect. The same applies to other social enterprises whose main**

objective is to support the social and professional integration or reintegration of disabled or disadvantaged people such as the unemployed, members of **disadvantaged minorities or groups socially marginalised** for other reasons.

However, such workshops or undertakings **may not be able to win contracts under normal competitive conditions**. It is therefore appropriate to provide that Member States should have the possibility of reserving the right to participate in procedures for the award of public contracts or certain lots thereof to such workshops or undertakings or of reserving their performance under sheltered employment programmes". This provision is already made possible by the Directive.

The European Commission's rapport "Making Socially Responsible Public Procurement Work, 71 good practice cases" (2020) points out that "**Socially responsible public procurement aims to achieve positive social outcomes in public procurement**". "By buying wisely, **public purchasers can promote employment opportunities, decent work, social inclusion**, accessibility, design for all, ethical trade, and seek greater compliance with social standards. For some products, works and services, the impact can be particularly significant, as public purchasers have a large share of the market in sectors such as construction, healthcare and transport."


In the same vein, the EESC exploratory opinion of 8 April 2021 entitled "**The role of social economy in the creation of jobs and in the implementation of the European Pillar of Social Rights**" (EESC, INT/925 - EESC-2020-05266-00-00-AS-TRA (IT) 1/1212) stresses: "Among the specific measures to **support the activities of social economy organisations and enterprises**, one of the most relevant is to give them the possibility to **take part in tendering and concession markets**, in relation to which Directive 2014/24/EU has already proposed instruments which, important as they are, have not been properly implemented in all Member States. **In terms of encouraging socially responsible procurement, the European Commission should lead by example** and make full use of its own tendering procedures to pursue social policy objectives."

As an example, this challenge of bringing SSE actors into the city's public procurement is already being taken up by the SSE department of the ville de Paris, as well as in Barcelona, a pioneer city in this field in Europe, and in some cities in Italy and Portugal.

2.6.2. Intervening in the stabilisation of social and solidarity economy initiatives led by migrants

Economic sustainability is difficult for new social economy structures, run by people who have yet to understand and integrate the codes and market mechanisms of their host country. To enable them to get started and to capture the levers to ensure their sustainability, some municipalities provide essential financial or material support.

At the collective level, this may involve calling on the goods and services provided by these structures, as mentioned above with public contracts, but more generally providing premises for the deployment of these activities, making material resources available (land, buildings, premises, computer equipment, tools, etc.) or human resources (city staff on secondment for a mission in the structure, facilitated link with a "super user" to communicate easily with the city, etc.). Municipalities may also pay a one-off or regular subsidy to the structure. For example, several French town councils have intervened in one way or another in the launch of the Caracol multicultural solidarity colocation project. Although this money does not necessarily come from municipal funds, financial support from municipalities can also be sought from European structural funds, which can encourage the programming of activities in favour of the inclusion of migrants.



Municipal intervention can also concern migrants at the individual level: for example, by maintaining economic resources from social assistance when a person is involved in a social economy initiative, and by recognising this professional project as a real springboard to employment. This may concern a transitional passage in an SSE structure, as well as in an entrepreneurial project.

2.6.3. Raising capital from the public: a little-known method of financing

Raising capital to start up an economic activity of its own, with a social purpose, in other words, as part of the social economy, is not always so easy. However, some national legislations allow for a little-known method of financing: Raising capital from the public.

Cooperatives and ASBLs often have financing needs, which they try to meet by different means: investing their own funds, obtaining subsidies, requesting bank credits or even subordinated loans. Raising capital from the public makes it possible to turn directly to citizens to finance and meet their needs, thereby diversifying the sources of financing and not immediately turning to a bank loan.

Cooperatives can issue cooperator shares through a call for subscriptions that involves the public and makes them aware of the projects carried out by the cooperative. ASBLs, on the other hand, can finance themselves by issuing bonds, at a more advantageous interest rate and for a longer period than if they turned to the banks, paying interest only at the end of the loan. It is also an opportunity to mobilise the savings of individual investors to carry out their missions and to communicate about them to the public. On the part of these investors, there is an opportunity to put their savings at the service of a meaningful project.

2.7. Good practice 7: The challenges of third places: vectors of inclusion for migrants?

As part of the reflection on the potential of the social and solidarity economy as a vector for the inclusion of migrants, particular attention should be paid to the concept of third places, which is still little known at present, but which is a source of social innovation.

2.7.1. What is a third place?

Ray Oldenburg, the originator of the concept, defines it as "*a meeting space that encourages exchange, socialisation, communication, and reciprocal action or interaction, and that is likely to give rise to a community, based on bonds of intellectual complicity, but without assuming complete similarity between members*" (*The Great Good Place Cafes, Coffee Shops, Bookstores, Bars, Hair Salons, and Other Hangouts at the Heart of a Community*, Ray Oldenburg, 1989, Da Capo Press).

The third place is therefore a place for sharing space, whose characteristics include the following:

- It promotes the coexistence of workers, cooperation and the sharing of knowledge on given skills;
- It allows for experimentation with a new form of cooperation, employment and organisation of workers and their activities;
- It reinvents the way of defending a model of society: values of emancipation, respect of fundamental rights;
- It questions the way in which the public authorities can support the dynamic (differentiated tariff logics, workers' status);
- It invests new potential spaces;
- It is open to everyone in a creative approach to the collaborative economy.

There are different types of third places:

- The **fablab**, whose approach is oriented towards the exchange of practices between manufacturers;
- **Living lab**, which are more oriented towards meetings to develop an innovative project together with a reflective approach (cf. for example, the Univerbal project);
- **Coworking** spaces: with no obligation of results; coworkers may not cooperate together; the viability of the workspace is not dependent on this. Rather, it is a networking community.

2.7.2 Methodological framework for the emergence of a third place

It is important to stress the need for **support from local or regional authorities for the development of this type of scheme**, particularly for groups with potential that are only too happy to express themselves but who do not necessarily have the tools to do so, as is the case for qualified migrants in their countries of origin. Such support could take many forms, such as the provision of premises or grants. However, it is important to avoid a tendency to see it as an extension of public services.

Beyond the need for such support on the part of the municipality, a municipality should in fact find it of interest itself, insofar as the third place tends to **regenerate the territory, to develop social innovations**.

One of the effects of public support lies in the capacity of a third place to attract new skills and know-how and thus develop the attractiveness of a territory by giving it a positive and dynamic




image. The aim here is to target mobile workers, who often constitute the public of third places. And also, if the municipality tends towards a real change of systemic model to meet the new challenges of its territory, to see how to integrate them into the management of the city as a full partner. In short, to think about how the third place can become an interlocutor of local governance that would allow a real social innovation to be structurally inscribed.

Furthermore, regulation between pioneers, local authorities and traditional or SSE companies - which are the three main actors in this type of initiative - should also be present, given the diversity of the motivations of each: creation/experimentation for the first, territorial distribution/dissemination of initiatives for the second and economic standardisation for profitability purposes for the third.

In addition, although a third place may a priori be a particularly suitable tool to enable migrants to **work on their socio-professional integration**, it is also necessary to agree on certain points at the time of the place's emergence, which will help to avoid certain pitfalls occurring later on. Namely:

- The **governance** of the systems, the introduction of democratic regulation mechanisms for decision-making power (at the micro level), as well as the development of places for consultation between third places, whether sectoral or not (macro);
- The **articulation of third places with the classic forms of entrepreneurship**, the competitive logic that can appear, and regulation by the public sector;
- **The way in which the project leaders think about the place.**

For a third place to function as a space for innovation, it is also necessary to:


- Get out of a professional "entre-soi" (social enclave): break down the professional barriers between users to broaden their skills, have more networks and connections;
- Overcome the divisions linked to diplomas/level of education;
- Work towards a co-construction of the project with the local/regional authorities; be part of a perspective of impact on the territory by relying imperatively on a community, hence the importance of "bottom-up" co-creation;
- Have a good technological infrastructure (internet connection, bandwidth, etc.);
- Thinking about the local environment and the reduction of nuisances linked to mobility (sustainable ecology and solidarity economy).

For more information, cf. Didier Van der Meeren, "*Les enjeux des tiers lieux. Economie, travail, territoire. A reflection on the governance of the Univerbal social interpretation project*", Le Monde des Possibles ASBL, September 2021 (on request).

2.7.3. Implementation of the third place: promoting the creation of a Migration Hub, a coworking space for migrant entrepreneurship

Practice shows us that the "generalist" socio-professional integration schemes in Belgium are generally not burdened with specific structures dedicated to and connected with the specificities of the immigrant public. They do not have a "migrant prism" in the development of their entrepreneurial spaces. This lack can only reinforce the systemic discrimination of the migrant population in the labour market, despite the political will and the investments made in the field.

It is therefore necessary for organisations specialising in inclusion to cooperate with those specialising in socio-professional integration, in pilot innovation projects, so as to produce a



paradigmatic change within them. The process of "learning by doing" can make these experiences sustainable by incorporating them, in time, into these generalist structures.

The Netherlands is known for its proactive policy of supporting entrepreneurship among migrants. As for Germany, it quickly integrated tens of thousands of recently arrived workers into its industry. Companies there are heavily involved in the training and preparation of these workers within local integration structures, with some of the training taking place in the companies themselves. However, this positive finding has to be balanced against low wages that "encourage" the hiring of migrant workers.

Learning from these experiences and seeing that something else is possible, on the one hand, in relation to linearity (such as: "Learn the language of the host country. We'll see about the job later"), which is costly in terms of time, motivation and money, and on the other hand, the lack of mutual knowledge between companies and integration structures, is fundamentally vital for the European economy. This would also improve the links between these actors, which are fundamental in the economic landscape as we know it.

The question is, with what tool?

We raise here the opportunity to work on a "**Migration Hub**" type of project, dedicated to the creation of new employment opportunities for migrants, and supporting entrepreneurship, innovation and the development of business enterprises inspired by the migrants' skills developed in the country of origin. This is done through the implementation of :

- Concrete actions between companies and ISP organisations;
- Actions that support migrant entrepreneurship through formal inclusion or social economy (SSE) projects.

The idea would be to develop tools and methodologies to support and promote job placement procedures and entrepreneurship among migrants by offering incubation, mentoring, counselling and training services to migrants, self-employed, students and socio-cultural managers, etc.

The Migration Hub can act as a real **intermediary** between ISP organisations and companies to increase cooperation.

The objectives of such a tool would be the following:

- To allow the meeting between companies, ISP organisations and migrant job seekers in order to allow awareness raising and effective collaborations aiming at the integration of migrants into employment while respecting the needs of companies;
- To reduce the lack of knowledge between job seekers and the world of work, as well as between companies and integration organisations;
- To learn from other European models (especially German and Dutch) of cooperation between companies and integration organisations in order to innovate in this field.

Concrete activities of the Migration Hub could include

- Identification of companies likely to collaborate in the project;
- Identification of socio-professional integration centres volunteering for the initiative;
- Identification of the profile of job seekers (newcomers) corresponding to the partner companies;
- Exchange of practices, visits and meetings with local and international partners in order to learn from them (learning by doing);
- Accompaniment of local actors wishing to develop close cooperation between companies and socio-professional integration centres for the benefit of migrant job seekers;

- Access to a shared work and meeting room, a place to identify the talents of migrants and freelancers, and to facilitate team building on projects for the inclusion of migrants;
- Expertise to turn a migrant entrepreneur's inclusion idea into a profitable business (whether it is a "mainstream" or social economy business);
- Professional advice, mentoring and training, specific training services in the incubator (human resource management, group governance, business model definition, time management, communication and presentation skills, business and financial management);
- Access to a handbook for migrant social economy projects/enterprises or initiatives;
- Access to media support, marketing through partnership channels, facilitation of events to promote MigHub;
- Supporting people with a migration background who have successfully integrated into the labour market and/or are active as entrepreneurs.
- Ultimately, capitalising on experience, for example by hosting student trainees.

In this respect, the **Migrapreneur** project in Berlin, which resulted from the Migration Hub experiment, is proving to be a success.

Focus on the Fabrique Nomade (Paris)

Founded in January 2016, the association works to enhance and promote the professional integration of migrant and refugee craftsmen in France in the field in which they have experience and skills acquired in their country of origin: carpentry, sewing, jewellery, tapestry, etc.

The aim is to promote integration by starting with the individual and his or her background, by identifying the skills acquired, and by studying the possibilities of adaptation and transfer to the French economic and cultural context. THE fabrique offers an adapted programme dedicated to craftsmen. Lasting 9 months, this programme encourages them to increase their skills, adapt to the French economic and cultural context and become autonomous. It aims to enable craftsmen to take back control of their trade and be able to meet the needs of companies. At the same time, their skills are promoted to professionals in order to facilitate their integration into companies.

2.8. Good practice 8: Supporting SSE as a training ground for social and professional skills: transitional experiences as a springboard to employment

In addition to the obstacles that migrant workers face in accessing the labour market, access to training can also be difficult in some national realities. SSE activities can partly address these issues by providing transitional and training spaces towards employment: a first professional experience that can be valued, where talents can be deployed in a benevolent environment, in line with a "diversity" policy within companies. Municipalities can thus call on the sector to welcome workers of foreign origin into their midst.

2.8.1. The SSE and the training of migrant workers as a tool for orientation towards employment

In order for the SSE sector to be a training ground for future workers, it is essential for municipalities to succeed in mobilising the private and public sectors to open up the possibility of employing migrants in SSE initiatives. In this respect, **co-financing migrant inclusion projects through public-private partnerships** can provide social added value to these projects.

Similarly, the funding of **mentoring/sponsoring** projects is proving to be effective in accelerating the inclusion of migrants. The **Duo for a Job** project (Belgium) can be cited in this respect, as it *"puts young jobseekers from immigrant backgrounds in contact with experienced people over 50 from the same professional sector, so that the latter can accompany them in their job search"*. For 3 out of 4 young people, this support leads to an internship, training or a job.

However, it is essential to be able to identify the **skills and qualifications of migrants** before considering a training course, whether in a company or not. Thus, the **GRDR de Lille** of Lille (Groupe de Recherche et de réalisations pour le Développement Rural, France) has developed a tool for this purpose, called the "skills radar". It provides a mechanism for assessing and developing personal skills for entry into the labour market. The idea is also to base the tool on the skills and know-how of migrants - developed in the country of origin -, rather than on the correspondence to sectors that are struggling to recruit.

The skills radar (Lille, France):


This tool of the **GRDR Hauts-de-France** (Lille) explicitly works on SSE as a "lever for social and professional integration of newcomers". In this context, the **ACME** project (support for the creation of migrant entrepreneurs) is dedicated to identifying potential in the SSE, with a radar of experiences that points out the technical skills and knowledge, the life course, the social usefulness of the project, its potential inclusion in professional networks, etc.

These temporary experiences broaden the participants' skills and thus increase their employability.

On the other hand, many projects offer a transitional formula as a **springboard to employment**. The idea is to give people the opportunity to be confronted with the professional environment, in order to acquire a first experience, so difficult to obtain otherwise.

Some examples of SSE training, career guidance and mentoring projects:

- In **Gothenburg (Sweden)**, the **Mamas Retro** project aims to promote entrepreneurship among women who are far from employment through cooperation with the municipality and the Swedish public employment service. Initially, the initiative was not specifically aimed at migrants, but over time it has become more specialised and has developed into an SSE enterprise in which women are co-entrepreneurs. It was so successful that the project became a place for training and socio-professional integration, used as such by public institutions. The potential of the SSE is recognised: notably its flexibility and its capacity to adapt to people's needs by modulating its offers and activities. As well as its capacity to bring together people who would not necessarily call on public services, because they are more comfortable in making contact with the voluntary sector.
- In **Kokkola (Finland)**, based on the observation that the city's employment and training services were not sufficiently adapted to the needs of migrants, the Kokkotiö Foundation, in cooperation with the municipal Employment and Economic Development Office, created the **INTEGRA** programme. One of the problems identified was language, which led to a high attrition of participants from the traditional programme. The project consists of co-creating a course programme with migrants that combines vocational training and language learning. Thanks to the success of this initiative, the foundation has deepened its cooperation with the employment offices and contributed to the economic development of the city. This scheme is no longer supported by the Foundation, as the city has reintegrated it into its own structures.
- In **Pantin (France)**, as part of the **Migracoop** programme (cf. below), a group of migrant women came together around the **Sunucoop** cooperative to offer culinary services in an "associative and shared" restaurant. Nine aspiring women entrepreneurs were thus able to experiment with their culinary activity in a real professional situation, in addition to testing cooperative entrepreneurship.
- The **restaurant** industry is also an interesting training ground for migrants, as in the social economy projects developed in Brussels (**Green Cantine** project, focus at the end of the Guide) or the **Grenzeloos** in Maastricht (Netherlands). In a learning-by-doing approach, the Grenzeloos restaurant aims to strengthen the Dutch language skills of the participants, to maximise their chances of getting paid work, and to build a social network outside the refugees' language network. The restaurant strengthens the refugees' skills in the hotel business, but also in management and digital literacy, with the aim of empowering these future workers and maximising their employability. While the project aims to be financially self-sufficient in the long run, it is currently supported by the municipality of Maastricht, in addition to private funding. The project is part of the "**Serve the City**" solidarity network, which connects people in difficulty to free service offers.
- In **Lyon (France)**, the restaurant and catering service **Cannelle et Piment**, which has been structured as an association since 1997, was awarded the "Lyon, ville équitable et durable" (Lyon, a fair and sustainable city) label and the "Entreprise solidaire" (solidarity-based company) approval in 2011. The city of Vaulx-en-Velin has facilitated the development of the association's services by allowing them to set up in suitable premises; the region has paid €10,000 to finance the premises, and the city €80,000 to fit them out. The project has a territorial dimension and is part of the life of the neighbourhood. Since then, 14 jobs have been created and 30 trainees welcomed, among whom 14 nationalities are represented. The cities of Lyon metropole continue to place orders with the association for the catering of its events. The workers are hired on fixed-term contracts (CDD) and then on permanent contracts (CDI); their skills are developed from the moment they are hired, along with social support, professional training and French language training. New workers are integrated each year, who remain in the structure or pass through it in their training. The workers generally have few qualifications, but they each have their own know-how which they share. Their passion for cooking is the criterion for hiring them, as well as their willingness to work



as a team, in sociocracy, which is fundamental to the association. The association functions like a classic social enterprise, self-financed, with a horizontal organisation chart and referents. The harmony of the team takes precedence over the demand for profitability. From the outside, the association does not differ from other companies; internally, it is the individual and collective support offered to these women that makes the structure unique. This support aims to ensure that they are fully committed to Cannelle et Piment. The project aims to be exported to other cities.

- **ASIFA** (Association Interculturelle des Femmes Actives) in **Rouen (France)** also works on culinary (as well as textile) skills.
- The Liège project **Univerbal** du Monde des Possibles (**Belgium**) trains interpreters in a social environment, and allows them to experience their learning in a professional setting, by going to interpreting sessions in hospitals, associations, psychologists' offices, etc. This type of initiative enables people to enhance their skills in the labour market and to acquire professional codes, while at the same time boosting their self-esteem. The project is partly subsidised by the Walloon Region.
- This is also the case in the Liège textile association **Atemos (Belgium)**, where women - both documented and undocumented - make and sell textile and culinary creations, the profits of which are used to ensure the survival of undocumented women. The project welcomes both beginners and experienced artists, in a spirit of mutualisation in order to increase the skills of the whole group. The aim is also to demonstrate their sustainable local anchorage and employability in order to strengthen their current applications for regularisation of residence. The city of Liège wishes to support this project; a reflection on the provision of a third place with a social purpose to host the activities of migrant and disadvantaged people is underway (cf. Good practice 6).
- **Ateliere Fără Frontiere** is an association from **Bucharest (Romania)**, which offers integration activities through economic activity. Among the workshops offered, the "Reconnection" workshop is based on the collection of WEEE (waste electrical and electronic equipment), which is transformed into reconditioned computer equipment and distributed or resold throughout the country. This reintegration activity is part of a solidarity-based approach to rehabilitate the professional skills of its participants. The association provides support towards the labour market at the end of the project. Only 2% of the initiative's subsidies come from the municipality, the rest being covered by private sponsorship (53%, banks, companies, television channels, etc.) and the association's economic activity (Cf. 2019 activity report).

Focus on Sandwiches Brothers and Sorbet Sisters (Oslo - Norway)

In Oslo (Norway), the **Sandwiches Brothers** and **Sorbet Sisters** association sells ice cream and sorbet delivered by electric bicycle. In 2021, 18 young refugees, aged between 18 and 25, will work part-time for a limited period of time in the structure in order to obtain a first professional experience which will enable them to increase their employability and to enrol more easily in a classic training course or to find a job. In a structure with a flat organisational chart, based on cooperation, they work on customer service, logistics, catering skills, management and accounting, etc. The structure ensures that sufficient standards are met so that these skills correspond to those sought after in the labour market. At the end of the programme, participants can benefit from a transitional period by working in a grocery shop and a hotel, partners of the project.

Participants are recruited directly by 4 districts in the municipality of Oslo, which selects them based on individual interests, aspirations and business contacts. The City of Oslo partially finances the project, supplementing private funds, until the project becomes economically independent.

Sandwiches Brothers and Sorbet Sisters are based on positive communication about refugees and the added value that migration can bring. The association has an extensive network of companies and partners, which strengthen the structure. It is based on the theory of the "**super user**": it is essential to establish a direct relationship with an identified representative of the municipality in order to develop a privileged relationship. This representative helps to keep issues of inclusion in the city on the agenda.

These direct meetings between Sandwiches Brothers and the municipality of Oslo help to bring up difficulties in the field: this space for dialogue indirectly contributes to the advocacy for inclusion. The association aims to be an intermediary, transitional company towards employment. For its stability, it benefits from free management consultancy.

Cf. <https://sandwichbrothers.no/>

"Det er rett og slett integrering som smaker godt!" "Integration that tastes good!"

Focus on Migracoop (Paris, France) : ephemeral cooperatives of migrant people. *"Cooperative and intercultural solutions for entrepreneurship"*

The **Migracoop** programme was created in 2018 by the Meltingcoop and the Collectif REVEIL, both of which work on the issue of migrants' integration into the local labour market. It aims to test new modes of support through activity, with an inclusive and intercultural vision of entrepreneurship. The aim is to network entrepreneurs by sector of activity, through the creation of shared ephemeral cooperatives

Migracoop's starting point is the observation that migrants generally lack knowledge of the entrepreneurial system in sectors such as catering or textiles, in which they often choose to start up and which are, moreover, highly competitive. The classic training schemes for entrepreneurs, which are very theoretical, are not always adapted to a public that has not yet mastered the language and cultural codes. Moreover, the SSE sector and its ecosystem are themselves rather unknown to this public, which cannot therefore benefit from its advantages.

On the basis of these observations, Migracoop has taken the gamble of starting from the lives and concrete experiences of people, with a view to pooling resources and skills, in order to enable them to overcome the obstacles and to put a professional project into practice.

The solution takes the form of ephemeral cooperatives, with the idea of allowing migrant women to test a trade/activity, a new way of doing business within a collective during a predefined period.

Two cooperatives have been set up so far, each lasting five months: one culinary, the other focused on textile crafts. During this time, the Collective learns to structure a collective offer, a common brand, and to test the different entrepreneurial phases *in situ*. At the end of the experimentation, a time of capitalisation is set up with a view to evaluating the experience in order to draw the most lessons from it.

A 10-day textile flashcoop was set up in October 2021: it allows the collective marketing of a textile product to be experimented with in 10 days. The group chose to design and sell wax garlands, under the name "Guirly Coop".

What is the role of the municipality in the project?

The city of Paris is a very important actor in the development of these ephemeral cooperatives, insofar as three of its departments provide structural funding, with the aim of promoting the local development of SSE initiatives of this type. The city's departments involved in the project are: the SSE Department, the Department for the Integration of Migrants and the Department for Working Class Areas. The city does not hesitate to play the game of public ordering, which makes it possible to guarantee economic outlets for Migracoop's activities. In the framework of other projects, the municipality also promotes access to premises, in partnership with the Plateau Urbain association.

A model of partnership for an effective and respectful inclusion of migrants!

Cf. http://www.meltingcoop.fr/?page_id=2

Focus on the Food Truck School "Des saveurs et des ailes" of the association Entrepreneurs du Monde Lyon (France):

Linked to the ICI-Incubation, **Creation, Inclusion** project, the Entrepreneurs du Monde association gives refugees the opportunity to test a professional activity for 6 months, with both theoretical and practical training. The project focuses on catering as a "positive and selling" field of activity.

The idea is to provide refugees with a secure framework for experimenting with a culinary activity, to enable them to set up as self-employed or to strengthen their skills. Namely:

- A 2-month training course in cooking (the "professional skill" being essential), and in entrepreneurship: market study, search for financing, drawing up a business plan, careful communication, search for suppliers, setting prices, distribution of an offer, etc. Numerous professional lecturers teach these modules, with the aim of quickly creating a link with the business world;
- Test facilities: a cooking laboratory, a food truck (whose activities are formalised thanks to a business incubator), a delivery vehicle for buffets;
- A loan of equipment, including computers;
- Levers to remove the obstacles to employment: facilities for obtaining a driving licence, for childcare, for finding accommodation, thanks to the intervention of a social worker from a partner structure;
- The "professional skills" are worked on in a training restaurant, which welcomes refugees into its team, in order to promote social diversity;

- An evaluation to consider an entrepreneurial pathway or to continue the training thanks to a partnership with a cooking school;
- For participants who choose entrepreneurship, the project offers a post-creation follow-up for another 6 months. For those who go on to work as an employee or pursue a conventional training course, the project is nonetheless a success in terms of self-confidence and skill building.

"It's both the idea of putting yourself in a real-life situation, giving you the opportunity to try out an activity, to learn from clients, to gain experience, etc. It's also a way of getting to know each other better. It is also a way of making oneself known and a management tool. The idea is really to enable the beneficiaries to earn a salary, to manage their activity like a self-employed person, while taking into account the seasonal dimension and the constraints of the tool. The hope is that they will be able to be autonomous, knowing that they have the support of the ICI team throughout the 6 months, and a volunteer sponsor who accompanies them locally."

What is the role of the municipality of Lyon in the project?

The city of Lyon provided €10,000 in funding to launch the project. This funding was supplemented by private funding from companies looking for social projects of this type. As part of a call for projects, the public employment institution (Pôle Emploi) is currently funding the majority of the project.

In April 2021, the city of Villeurbanne invited entrepreneurs for an "ephemeral event to promote the know-how and diversity of chef-entrepreneurs from all over the world", during which 6 refugee cooks from the "Flavours and Wings" foodtruck served nearly 800 customers.

Cf. <https://www.entrepreneursdumonde.org/fr/des-nouvelles-de-notre-programme-ici-a-lyon/>

The transitional formula offered by SSE initiatives thus has many advantages: it is a place for socialisation and formalisation, for sharing knowledge, skills and work tools, as a springboard towards a professional training course or directly towards employment, and more generally for combating social exclusion and poverty. More than that, it addresses the issues of acquiring and stabilising a residence status (cf. Good Practice 8 for more information).

Nota bene: Informal SSE initiatives, although not always easy to identify, should not be neglected, as they are already part of the ecosystem as described below: they quietly contribute to the re-establishment of a social fabric and are levers in the fight against exclusion. Many of the SSE initiatives carried out by migrant people were born from a spontaneous citizen's initiative, and then became legally structured at a later stage, sometimes at the instigation of the municipalities. The role of cities in favour of the formal existence of such training and employment projects is therefore crucial, even at a time when these activities do not yet have a legal existence.

2.8.2. Social and solidarity economy and training of migrant workers: from SSE to entrepreneurship or co-entrepreneurship

The members of the réseau REVES frequently report a mismatch between business creation support services and the needs of migrants. The establishment of partnerships in the social and solidarity economy sector could help overcome this obstacle.

In its report-inquiry "Migrant Entrepreneurship" of 10 March 2022, the OECD points out precisely the steps needed to "*open the doors to entrepreneurship*": "*fostering an inclusive entrepreneurial culture, strengthening the design and delivery of support for migrant entrepreneurship, establishing a regulatory environment conducive to migrant entrepreneurship, enhancing the entrepreneurial skills and competencies of migrant entrepreneurs, and facilitating access to finance for migrant entrepreneurs*". These imperatives are the result of proactive action by local, regional and federal policies, but can also come from the initiative of organisations and associations.

Some examples of SSE projects aimed at strengthening migrant workers' entrepreneurship:

- The European ELYME project offers an entrepreneurship support programme for migrants residing in the European Union. The programme has produced an entrepreneurship training programme to be used by migrants permanently residing in the EU. ELYME partners have developed entrepreneurial workshops and mentoring networks. The workshops offered aim to improve entrepreneurial skills. The courses are available online in English and French.
- **Sirius Hub** (Liège, Belgium) has the main objective of supporting the acquisition of coding skills by migrants, jobseekers, returnees and dropouts (NEETS). After participating in the training, an opportunity for socio-professional inclusion is offered via Sirius Coop to trainees who are willing and develop an awareness of the social economy. The project is currently funded by the Digital Belgium Fund Skills (Belgian Federal Public Service "Strategy and Support" <https://dt.bosa.be/fr/dbsf2021>).
- **Interra**, which was set up in 2019 with the aim of promoting encounters between migrants and the people of Liège, has set up **Interlab**, the first incubator for entrepreneurs with a migrant background, in 2020, with the financial support of the Walloon Region.
- In Montreuil (Paris), the city has set up an incubator for refugees called **La Ruche** to offer "a collaborative workspace", "workshops and collective training", to integrate refugees through employment. This 9-month support programme combines collective training, personalised coaching and individual support in social economy.
- **Microstart** in Brussels offers support for business creation with microcredit and works with many organisations and municipalities. The structure is not specifically aimed at migrants, but in fact it welcomes a majority of them.
- In Naples (Italy), the social cooperative **LESS** offers on-demand support for people from a migrant background who want to start a business. In addition to administrative and legal support, the following skills are worked on: business management, mentoring for the creation of a cooperative, advice on fundraising, etc.
- The City of Paris has launched the call for projects "**Positive ton projet textile**", in partnership with **Positive Planet**. Positive Planet "promotes the positive economy by fighting poverty and all forms of exclusion by using positive entrepreneurship as a means of emancipation and sustainable social, professional and economic integration. The call for projects will result in 6 months of support for each project, contact with entrepreneurship advisors, thematic workshops and events, as well as a final "springboard" presentation of each project to experts.
- **GRDR/Initiative ACME**: In **Lille Metropole**, as part of the **ACME project**, services are being recalibrated to rethink entrepreneurship support services, particularly in the SSE field, to make them accessible to migrants.
- The association **Entrepreneurs du Monde** in Lyon (France) has been coordinating the **ICI-Incubation, Création Inclusion** project since 2018: the project promotes small businesses in the catering sector, businesses run by migrants who are offered a complete training and individual support programme.
- **Östersund, Inclusion Academy**: In Östersund, Sweden, a cooperative has set up an Inclusion Academy linked to SSE to support the creation of businesses by migrant people.

- The SSE can also provide an economic outlet for activities carried out by migrants: this is what led to the creation of the **Barikama cooperative near Rome** 13 years ago. The collective was started by undocumented migrants, working in agricultural cooperatives in the area, who realised that their culinary products could be enjoyed and even sold at an event organised by a social centre. At the beginning, the social centre lent the collective some fridges to store the products. The profits were gradually reinvested. Thanks to a notary, the group formed an association to sell yoghurt and organic vegetables. Today, it is the sale of the cooperative's products that provides each migrant cooperator with financial income. Barikama rents agricultural land near Rome and has a team of 7 workers, including 2 with autism spectrum disorder. It is the quality of the products that ensures outlets, but above all a significant individual investment. The activity does not yet pay all its members. Two participants have been regularised through their participation in Barikama activities. One of Barikama's regular clients is Scup, a self-managed social centre in a third location, which promotes culture among a disadvantaged public.

2.8.3. The fundamental role of consultancy agencies

The main purpose of consultancy agencies is to provide advice on the creation and support of cooperative or social economy enterprises, whether commercial or not.

The consultancies each have different affinities and positions, but all are specialised in "creation and development", in "expertise and consultancy", in order to support entrepreneurs in the project phase, "project leaders", who put a collective dimension and social and/or environmental objectives into their projects. They can also support entrepreneurs already active in the social economy, whether they are in the development phase or facing a specific problem. At present, consultancy agencies also support "citizen" initiatives, cooperative projects that cannot be relocated or that relocate activities, particularly in the low-carbon economy (short circuits, energy, etc.).

The consultancy agencies are fundamental players in the social economy because they provide professional and sometimes free support for collective and citizen projects that wish to develop and create economic and solidarity-based activities, but which do not necessarily have all the keys to undertake them correctly. They support project leaders in setting up the project, developing the economic model and drafting the articles of association.

2.9. Good practice 9: Combining an inclusive pathway approach integrating language learning with vocational training

While learning the national language used to be a prerequisite in the integration process of migrants, for some years now many projects and training courses have been proposing to integrate language learning into vocational training or even directly into employment. It is indeed possible to move away from this chronology to a systemic sectoral (pathway) approach that combines language and professional skills. While on the job, participants learn both the vocabulary of the job and the content in immersion.

Some examples of SSE initiatives with an integrated approach to language and job training:

- At the **Refugee Food Festival** in Paris, various training courses are offered, directly in the workplace, and in particular to work in the catering industry.
- At the **Fabrique Nomade**, also in Paris, migrants with craft skills are offered training leading to certification. The idea of the Fabrique Nomade is to gain professional

recognition through the object, rather than through a diploma. This scheme is a response to the difficulties migrants have in having their qualifications recognised.

- The textile project **Sartoria Sociale** (social tailoring) carried out in 2019 in Chieri (Italy) with the **CPIA and the local textile museum** welcomed future tailors seeking international protection, who benefited from the experience of people now retired from the textile industry that has died out in the Turin region. Since then, another **Sartoria Sociale** has been set up in **Turin**. The aim here is to improve skills while learning Italian applied to sewing. This project is original in that it is part of an urgent need to rehabilitate/transform the region's economic activities, as well as a need to create social links between the populations.
- The **Hôtel Magdas in Vienna** trains refugees in the hotel industry and employs them within the establishment, while offering them appropriate social support. Twelve people with a migrant background are trained in different hotel sectors and have been welcoming guests to this social enterprise since 2017. This is thanks to the support of the Federal Ministry of Economic Affairs. The structure benefits directly from their skills, especially in languages.
- In Liège (Belgium), there is **SiriusCoop**, a digital cooperative that not only trains web developers, but also combines training and professional opportunities in the same space.
- The integrated approach of simultaneous language and vocational training can also be found at **Sandwiches Brothers et Sorbet Sisters** in Oslo (cf. focus above: Bonne pratique 4).

Among the skills worked on in this integrated approach are:

- Language skills: listening, speaking, reading and writing;
- Language skills: developing communication skills and formulating structured sentences
- Communicative and functional competences: to develop one's skills;
- Socio-cultural competences: interacting with others;
- Analysing and solving a situation;
- Improving presentation ;
- Improving verbal and non-verbal communication;
- Develop adaptability;
- Knowing one's limits;
- Develop the ability to integrate the professional world;
- etc.

2.10. Good practice 10: Linking involvement in SSE initiatives with the recognition of a legal residence permit

The procedures for obtaining a residence permit and a work permit influence the professional project and the availability on the labour market of migrants, who often do not find the time, resources or energy - due to their administrative status - to set their own professional project in motion. Another important element to take into account is the predisposition to work. Not all newcomers are ready to enter the labour market: the migration process is full of pitfalls and traumatic factors that must be taken into account when supporting people. It is necessary to be able to measure the impact on health (physical or mental), feelings of powerlessness or unease in the face of the new host country, coupled with the many existing administrative barriers. The need for security and housing necessarily takes precedence over the search for employment. And of course, getting out of hiding is a priority before embarking on a sustainable professional project.

Nevertheless, many social and solidarity economy initiatives are emerging from collectives of undocumented migrants, as a response to an urgent economic and socialisation need but even more than responding to these needs, and then promoting access to the more traditional labour market, the SSE can also potentially participate in obtaining and stabilising the residence permit of the people who take part in the project.

2.10.1. Survival of undocumented migrants and regularisation through SSE initiatives


People from a migrant background have great difficulty in having their professional skills recognised, and suffer from dequalification or even social disqualification: discrimination in recruitment, non-equivalence of diplomas, language barriers, etc. For undocumented migrants, there are also difficulties related to their administrative status. Many SSE initiatives are intended to be an alternative to the "classic" labour market for the inclusion of migrants, and an opportunity to fight collectively for a society based on solidarity.

The social and solidarity economy projects **Atemos** (textile manufacturing, Liège - Belgium), **Diomcoop** (city services, Barcelona - Spain), **Mamas de Grigny** (culinary services, Grigny - France), **Barikama** (yoghurt and market gardening, Rome - Italy), or **Collect'actif** (fight against food waste, recovery and transformation of pallets, etc., Brussels - Belgium), have this particularity. Brussels - Belgium), have the particularity of having been initiated by people without residence permits.

The social and solidarity economy (SSE) can be a source of innovation and a driving force for economic and social development for undocumented migrants, insofar as the SSE reflects on the status of these undocumented workers, on the economic model that underpins their actions, on trade union organisation and on the fight for a migration policy that respects fundamental rights.

A strengthening of the social economy initiatives currently carried out by undocumented workers makes it possible to complement actions such as occupations, hunger strikes, petitions, demonstrations and white cards with support for the situation experienced by undocumented people in an informal context: that of workers forced to work illegally in order to ensure their livelihood. Undeclared work, which is known to be exploitative, hard work, unprotected in the event of accidents, poor pay, etc. From this point of view, social and solidarity economy projects are fully-fledged tools in the struggle.

The **100PAP** beer project (Belgium), for example, demonstrates how undocumented migrants can be actors in their own development: born in Brussels, **100PAP beer** is sold in Brussels



and Liège to socio-cultural operators who distribute it within their activities. As Ciré points out, *"this social and solidarity economy project has a double objective: to generate profits to finance access to housing for undocumented migrants in a sustainable way and to raise awareness of the undocumented migrants' cause among a wide audience thanks to the beer's draining, which explains the concept"*. Initiated in Brussels, this project contributes to financing the costs of temporary occupations of undocumented migrants; in Liège, it contributes to financing the costs of regularisation procedures for these people.

The town of Grigny is a commune south of Paris, which was once one of the most unequal towns in France, with a high proportion of inhabitants of foreign origin. The municipality asked GRDR to solve the illegal sale of kebabs by undocumented women on the station square. This municipal initiative was essential to get these women out of an activity that was both dangerous and unprofitable, by creating a dynamic around a solidarity restaurant. In order to stabilise the culinary services provided by the Collectif des **Mamas de Grigny**, which was thus set up, the Town Hall undertook to place regular orders with them for its events. This dimension is crucial to the survival of a project of this type: on the one hand, an SSE structure that is sufficiently solid to provide quality services; on the other, a client municipality that is involved in the project. Following this phase, the City Council partially financed the project, in order to give it sufficient impetus for its gradual financial empowerment.

The advice of one of the Mamas: *"Ask the Town Hall: what can I do to get by?"*.
Cf. Video: <https://fb.watch/8Ox3segwJy/>

A similar dynamic is developing in Aubervilliers and Saint-Denis (France), with the **Cuisine de rue (Street Kitchen)** project, in which the association **Appui** supports food and integration projects. *"The team offers them comprehensive and adapted support: it helps them to test their project, improve their menu, choose their legal status, acquire new culinary techniques, find new distribution channels, set their prices, etc. In addition to its expertise, it provides them with a professional kitchen and a shared scooter to make it easier to get started"*. This initiative also started with street vendors in the neighbourhood. The formalisation of this collective in the form of a cooperative does not, however, completely solve the problems of remuneration for the participants. From a financial point of view, the cooperative model does not necessarily generate sufficient income to meet the needs of each participant. Similarly, the billing of these activities carried out by undocumented migrants is problematic, as is the redistribution of profits: in particular, undocumented migrants often do not have access to banking services, and billing for services provided by people without work permits is complicated. Ingenious alternatives must be thought of: the constitution of an original legal and financial model, allowing a fair remuneration of workers excluded from everything. For if these SSE initiatives contribute to restoring dignity to the participants, they must also respond to economic imperatives, both for their own sustainability and for the survival of their members.

Similar projects could be developed in relation to the many skills that migrants have acquired in their country of origin and during their exile, for example, in the field of mechanics or in sectors with labour shortages. European projects provide the opportunity to experiment with inclusive social innovation projects.

2.10.2. The role of municipalities in stabilising residence status via the SSE: opening up residence regularisation via the SSE? French and Catalan inspiration

The indispensability of including undocumented migrants in the local ecosystem is demonstrated by the numerous studies and experiences of welcoming European cities. The SSE could facilitate this inclusion and even be the missing link towards regularisation of residence. The role of municipalities in this respect depends of course on the distribution of powers, as access to residence is rarely a local authority competence. Nevertheless, municipalities can facilitate and advocate for the recognition of a residence permit in relation

to the involvement of undocumented migrants in an SSE activity. The case of the municipality of Barcelona and the Diomcoop project (cf. Focus: Good Practice 1) is emblematic of this vivacity. The Emmaus project in France goes even further by linking regularisation directly to the involvement of undocumented migrants in an Emmaus community. This inspiring measure could be replicated and extended in other European countries.

Focus on the Emmaus amendment and OACAS status (France)

In France, the *Circular of 28 November 2012 relating to the conditions for examining applications for admission to residence submitted by foreign nationals in an irregular situation*, commonly known as the Valls Circular, allows the Prefect to take into account the situation of a foreign national who can prove that he or she has been present for a period of time that can only exceptionally be less than five years and who has been involved for at least 3 years in the solidarity economy activities carried out by a nationally-approved Emmaus organisation by the State.

If the foreigner who meets these conditions presents an employment contract or a promise of employment that meets the conditions outlined above, the prefect can issue a temporary residence permit. Article L313-14-1 of the CESEDA, introduced by the law of 10 September 2018, provides for the possibility of granting residence to a person hosted by a solidarity organisation, who can prove three years of uninterrupted activity within the organisation, the real and serious nature of this activity and their prospects of integration. This article is a weakened version of an amendment, the *Emmaus amendment*, tabled by the Les Républicains MP for Cantal Vincent Descoeur, which provided for full access to residence.

In France, a special status has existed since 2010, framed by *Article 17 of the law of 1st December 2008 generalising the active solidarity income and reforming integration policies*, creating a new legal entity: the **OACAS, community reception and solidarity activity organisations**.

"The OACAS aim to promote the social and professional integration of the people they host. They allow people who are far from employment to participate in activities related to the social and solidarity economy without being subordinate, on the sole condition that they respect the rules of community life. In return, they are guaranteed (1) decent accommodation / (2) personal support and social assistance tailored to their needs / (3) financial support to ensure dignified living conditions". There are currently over 112 Emmaus OACAS communities in France.

This article gave rise to an agreement between the French State and Emmaus France, signed in 2010 and renewed in 2015, which includes the possibility for foreigners *"who can prove that they have been present in France for at least 5 years and have been participating for at least twelve months in solidarity economy activities carried out by an OACAS, if they can show a promise of employment, to be issued with a temporary residence permit as an employee or temporary worker."*

Cf. <https://www.emmaus72.fr/wp-content/uploads/2015/11/OACAS-d%C3%A9pliant-externe-nov2015.pdf>

Extract from the report "État des lieux de l'application des dispositions votées fin 2018 permettant la régularisation des compagnes et compagnons" (State of play of the application of the provisions voted at the end of 2018 allowing the regularisation of companions), years 2019 - 2020, Emmaus France, community branch:

"639 companions submitted an application for a residence permit in 2019 or 2020 based on the provisions of Article L313-14-1 of the CESEDA (which became L435-2 since 1st May). The majority of companions who have applied have obtained a positive response.

The particular case of Cédric Herrou's Emmaus Roya farming community:

In the rural commune of Breil sur Roya (France), close to the Italian border, the farmer Cédric Herrou welcomed and protected thousands of people in exile on his farm between 2015 and 2017. Some of them wanted to help with the farm work, and even stay on the farm. In 2019, he decided to found the Emmaus Community, which unconditionally welcomes people in distress, offering them to work together: *"for the head to be well, the body must be well"*. This structure allows the Compagnons to work legally, even without a residence permit. By the end of 2022, some undocumented migrants will have spent 3 years with Emmaus Roya and will be able to use this involvement to apply for regularisation. Although the structure's financial autonomy is difficult to achieve - it operates entirely on the basis of its own activities, without subsidies - the inclusive scope of this first Emmaus agricultural community is undeniable. Cédric Herrou: *"We can manage to do something with people that everyone else rejects"*.

Thanks to the alternative status of "solidarity workers", these migrant workers receive a dignified welcome and can work despite their administrative situation. Nevertheless, the results of the measure seem to be uneven according to the departments, but also according to the possible accompaniments according to the communities, since it is the prefect who issues the residence permit. Moreover, some communities, because they receive undocumented migrants, are particularly closely monitored by the authorities. This is particularly the case with Emmaus Roya, whose leader has been the subject of several legal proceedings in connection with his solidarity work. The transition between working in the community and the mainstream labour market is not easy either.

Source: <https://www.qisti.org/spip.php?article6502>

What potential role can municipalities play in enabling inclusion via OACAS?

This innovative model highlights the inclusive potential of Emmaus communities and OACAS, particularly for migrant workers, but requires support at different levels of power in order to be effective. At local level in particular, it is up to the municipalities to recognise and protect these communities, or at least not to hinder their activities and the unconditional welcome that they offer. Secondly, it is a matter of facilitating the support of these people in their administrative procedures for obtaining a residence permit, and then working on the transition to the traditional labour market.

This type of provision also exists at the local level in Barcelona, where the **Diomcoop** project was conceived as a "funnel" towards regularisation, through various social and solidarity economy activities. The scheme was initiated by the city of Barcelona in response to the precariousness of undocumented migrants in the area. It is part of a political context that allows regularisation through work, which is not the case in other European countries. Thus, integration schemes for migrant workers in Barcelona are built around this opportunity, offering social economy activities that increase people's employability - and therefore their chances of finding a job - or that recruit them internally, as part of a "training route".

Other structures comparable to Diomcoop exist in Barcelona: **Top Manta** and **Dona Kolors** are textile design cooperatives that have been supported by the city of Barcelona, and which allow for the inclusion of migrant workers and the regularisation of the stay of undocumented migrants. Dona Kolors, in particular, has created a sustainable women's clothing brand, with the aim of providing employment and economic opportunity for socially excluded women by manufacturing all products in a workshop in Barcelona. This is an initiative of El Lloc de la

Dona (Oblatas Barcelona): this shelter for women in prostitution offers care and training. The social enterprise **Mescladis** has a restaurant-school and catering service for the inclusion of migrant workers.

Focus on Diomcoop, Barcelona (Spain)

The specificity of Diomcoop is that it was born out of a meeting between the revolt of the *Maltemos* (street vendors without residence permits) and a response from the Barcelona municipality to the extreme economic and residence precariousness of a group of migrants in the territory.

These activities in the informal economy are almost indispensable for the survival of undocumented migrants who arrive in Spain. Originally, street vendors sold products bought at low prices on the market: wallets, bags, etc. A group of migrants organised themselves and presented a cooperative project to the Barcelona City Council. After a transitional period, the group carried out an inventory of the skills present, in order to create two main activities: a tool to raise awareness of migration issues, presented by the migrants themselves; a series of social economy services

These include: festival logistics (setting up and dismantling stages), guarding (particularly of night shelters), a textile workshop (with the creation of the Diamba brand, which designs clothes with touches of wax), a catering service, a delivery service, a removal service, etc. During the health crisis, Diomcoop sewed masks and made equipment for health workers; teams cleaned and looked after hospitals and shelters for the poor.

The group currently consists of 17 participants, all of whom share the common goal of fighting for regularisation of residence. The aim is to facilitate regularisation through social economy activities, putting themselves at the service of the Barcelona community. **The success of the formula has transformed the experimentation into a real instrument of regularisation and stabilisation.** The passage through Diomcoop has already shown its effects, since most of the participants who started the cooperative have received regularisation of their stay thanks to their social economy activities.

While the Barcelona City Council initially financed 95% of the activity, it only financed 40% three years later, with the aim of achieving financial autonomy by March 2022. The cooperative is self-managed and manages to establish partnerships with companies, which are renewed year after year.

In addition to being a stepping stone to regularisation, Diomcoop is a place of training and emancipation, offering adapted follow-up that prepares future company employees in a "secure" environment, with a social and sustainable aim. This aspect is crucial in order to increase people's employability - and therefore their chances of both regularisation and stabilisation of their situation through access to quality employment - as well as to move away from humanitarian schemes that place migrants in a situation of "having to be helped", without giving them the opportunity to become emancipated.

Diomcoop also contributes to development aid: by ordering Diamba (which means "courageous") fabrics directly from Senegalese, Ghanaian and Togolese producers, the cooperative hopes to help maintain a sustainable local economy.

Nevertheless, Diomcoop's success must be seen in the light of local migration legislation: economic regularisation is possible in this region of Spain, unlike in many other European countries. The lessons learned from Diomcoop are therefore not transferable as such, and imply that a promise of employment, a work contract or professional experience can be used to obtain regularisation of residence.

What is the role of the municipality in the project?

The concrete involvement of the city of Barcelona is multiple: Barcelona Activa (the City's Local Development Agency) has supported the development of Diomcoop. This agency offers professional training and support to develop entrepreneurship projects in the Social and Solidarity Economy. A financial contribution of approximately €25,000 from the municipality made it possible to launch the Diomcoop cooperative. Since its creation, the City Council has also provided workers to strengthen the team. It facilitates access to markets by putting Diomcoop in contact with customers. Finally, in terms of regularisation, Diomcoop is a real lever for granting a residence permit: by getting involved in the cooperative, people demonstrate their skills and their local roots, and *ultimately* obtain a residence permit.

Marie Faye, Diomcoop coordinator: "*Diomcoop is not a pyramid but a chain. We do different things, but everyone contributes something so that the chain can continue.*".

<http://diomcoop.org>

The adoption of such a provision requires strong and determined political work, which must be carried out jointly by political parties and social actors. On the part of municipalities, advocacy and lobbying work is essential to encourage the existence and deployment of these initiatives. The underlying issue is that of undeclared work and the sanctions that both undocumented migrants who use their labour force and the structures that enable them to work risk. This is also where the hypocrisy of the European economic system, whose equilibrium is also based on undeclared work, comes into play. The redistribution of profits from the sales of this type of collective led by undocumented migrants poses difficulties in terms of accounting. Recognition of their activities would allow them to use these profits in sustainable solutions that would make them more secure: financing housing solutions or directly paying the members of the collective, for example. In reality, undocumented migrants must remain discreet and risk arrest in most European countries, regardless of their social commitment.

Focus: Regularisation of migrant workers in the city of Prato in Italy, with SSE actors

Prato is a city of 200,000 inhabitants, located near Florence in Italy. Characterised by a great cultural diversity, it has always had a high percentage of migrants in its population. Migrants first came from southern Italy in the 1970s, and in recent decades, mainly from Africa and Asia, but especially from China. Thus, today in Prato, more than a third of the children attending school are Chinese or naturalised Italians of Chinese origin.

Unfortunately, alongside this fine example of inclusion and diversity, there is also a significant phenomenon of exploitation of Chinese migrant workers in companies run by Chinese bosses, in which both the Chinese and Italian mafia organise the exploitation of immigrant labour directly from the Chinese countryside. Among the victims of exploitation are also immigrant workers from African and other Asian countries. In 2015, a night fire in a company caused several deaths. All the victims worked and lived there, in deplorable living and working conditions. Following this tragedy, the Municipality of Prato initiated a process of monitoring and control of these types of illegal businesses, formalising a "protocol" over time.

This protocol consists of a collaboration with the CGIL trade union and the Prato magistracy, and with the intervention of a third actor, at the service of the Municipality of Prato: the social cooperatives. In Italy, these companies largely fill a whole part of what could be compared to Belgium, to the non-market associative sector of assistance to the most fragile and deprived people in our societies (precarious people, ex-prisoners, drug addicts, or people

with disabilities). This assistance to the inclusion and integration of people also translates into employment, very often in these same social cooperatives.

The objective of the **Prato Protocol** is to enable exploited migrants to **denounce their situation of exploitation, while being protected**. To do so, they can go directly to the municipality, without having to go through the police and the classic administrative procedures. The fact that they can bypass the police was a central element that popularised this special procedure. This allowed a climate of trust to be gradually established with the institutions. Finally, this system was supported by the efficient collaboration of the workers' unions.

How and when do the cooperatives intervene in this protocol?

First of all, they carry out their activities through specific agreements with the Municipality of Prato, through regular calls for tender for public contracts. This is a kind of outsourcing of public and municipal services, as in a public-private partnership (PPP) scheme, but with a private actor that is fundamentally different, because it is in line with cooperative values. These social cooperatives act as "sentinels" for the municipality, and therefore provide their cultural mediators, who accompany migrant workers who are victims of exploitation towards better integration through work. These are very often social cooperatives specialised in helping and accompanying migrant people; they are made up of educators trained in this field, organising language courses etc.

This Italian experience in the city of Prato shows that it is quite possible to involve a municipality, at a very local institutional level, in relation to more national policies, in a dynamic of action and integration that is at once municipal, trade union and cooperative.

In addition to the mobilisation of municipalities to promote undocumented migrants' access to a residence permit, the local level is essential for securing the daily life of undocumented migrants who are active in the social economy: by guaranteeing protection against police controls in the absence of a crime; by setting up communal identity cards and identified police counters to register complaints from undocumented victims; by facilitating access to coordination spaces for the emergence and maintenance of economic activities in particular. In the absence of a proactive mobilisation of municipalities in favour of these emancipatory activities - even if they are on the edge of legality - the simple fact of not hindering them is already crucial.



3. METHODOLOGICAL FRAMEWORK FOR MEASURING THE SOCIAL IMPACT OF SSE INITIATIVES

The following developments are taken from the following publication: *"Evaluation de l'Impact social en ESS. Conception de CAIPS dans le cadre des Bourses de la Région wallonne. Concepts, méthode et question évaluative"* (Social Impact Assessment in SSE. Conception of CAIPS in the framework of the Walloon Region Grants. Concepts, method and evaluative question), CAIPS, 2021.

The following two quotations may help to situate the approach to measuring the social impact of a social and solidarity economy initiative:

(..) Social innovation can be a relevant approach if it allows the reactivation of a long-term vision through the construction and realisation of social aspirations that bring about change. From this point of view, evaluation can be considered as a tool that weaves a permanent link between a social aspiration and the most coherent implementation possible to achieve this objective. "

"By starting from the field, from their experience and from shared problems, the actors construct an ideal situation against the facts, which will provoke and require transformations in social relations, norms, etc. to occur causally. (...) This is the relevance of an evaluative process: to follow over time the greater or lesser correspondence between what has been imagined and what is realised. From this perspective, the social aspiration constructed and objectified by the actors can constitute a relevant counterfactual with a view to evaluating the transformation brought about by social innovations. " (Besançon & Chochoy, 2019, 42-57).

3.1. The concept of social impact (SI)

Various elements emerge from the Interreg VISES project (Valorising the Social Impact of the Social Economy: cf. <https://www.caips.be/actions/vises/>) and from evaluative work carried out in the field of social economy research to understand the notion:

- The SI must be understood with regard to the missions/objectives of the social enterprise but must not be confused with its activities, achievements or even results, which are of the order of the implementation of the action and are situated upstream of the perimeter to be observed;
- The SI corresponds **to the changes that can be observed downstream of the action and induced (in particular)** by it, which may be intentional or not, lasting or not;
- The SI is the effect produced by an action on its users, other people or the community - direct or indirect effects, or positive externalities (e.g. satisfaction of an unmet social need) or negative externalities (e.g. unfair competition);
- It potentially affects the social, economic, cultural, democratic or environmental dimensions and corresponds, for example, to transformations in terms of integration, well-being, local dynamics, the environment, territorial development, etc.;
- It can be apprehended by quantitative and, above all, qualitative indicators;
- Assessing the SI takes into account the realities of the local ecosystem, which invites consideration of the influence of **contextual variables** (mediators, moderators of effects).

3.2. The different approaches to social impact assessment (SI)

There are 4 main families of SI evaluation methods:

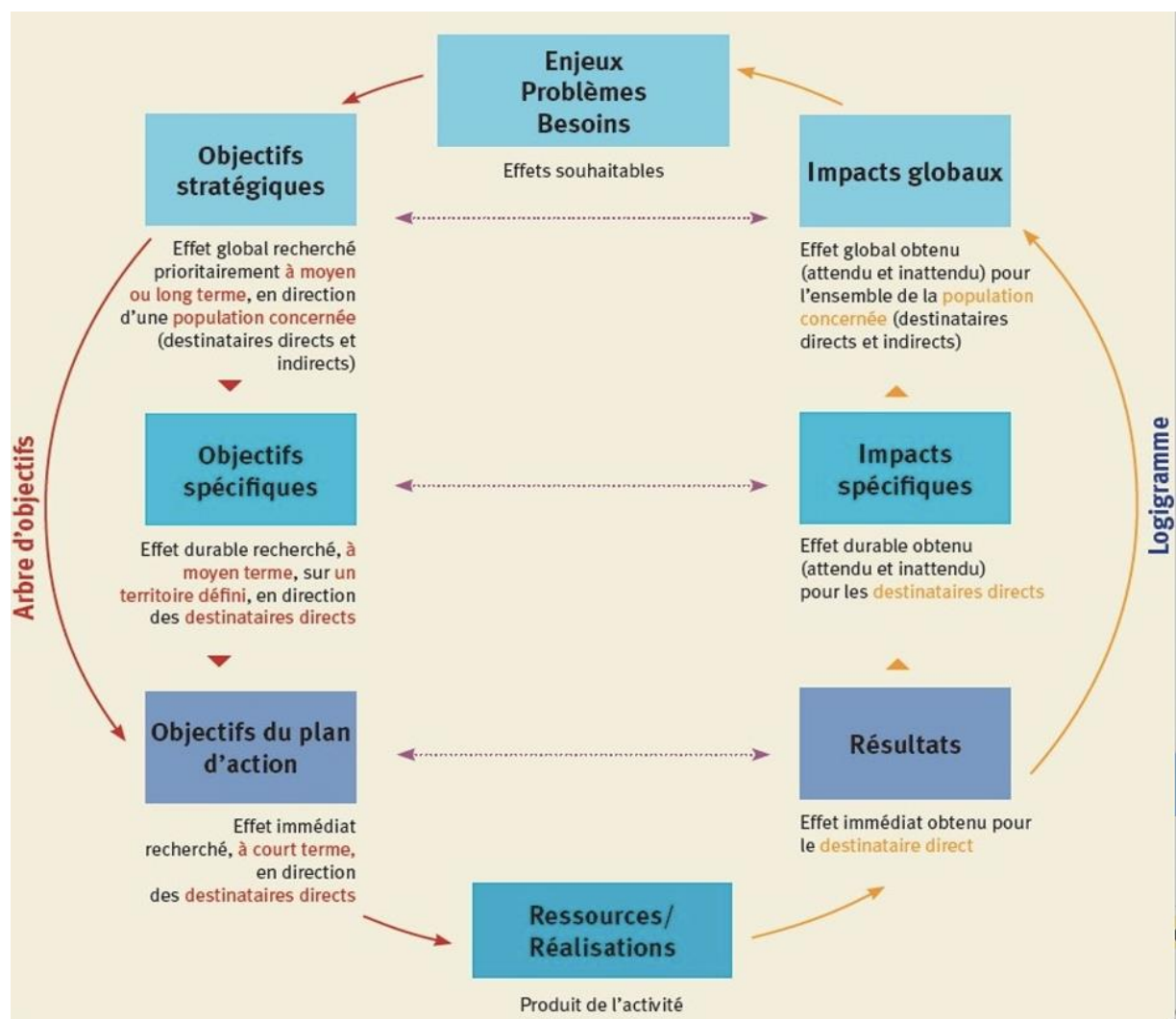
- Methods for explaining change (relevance issue): understanding the expectations, experiences and perceptions of stakeholders, aiming to assess the capacity of the action to respond appropriately to a social need (well understood) and to generate positive impacts;
- Indicator-based methods (effectiveness issue): comparative logic (effects observed in relation to objectives, over time, between projects, between target groups, etc.); qualitative or quantitative, subjective or objective, simple or aggregated indicators, imposed or constructed by the actors; objective of assessing the project's ambitions and its results
- Monetisation methods (efficiency issue): cost-benefit analysis; use of money as a common unit of measurement to compare/aggregate; various possible techniques for evaluating benefits and nuisances; objective of analysing economic and social efficiency;

Comparison group methods (net impact issue): identifying the direct effect of an intervention independently of what would have happened without it; use of a control group; approaches such as randomised studies; matching; comparison with public statistics; beneficiaries' statements attributing changes to the intervention.

3.3. The social impact self-assessment approach in the social economy

A social impact self-assessment in SSE benefits from the following characteristics:

- The evaluation approach is at a decidedly "micro" level, at the level of an operator, from the perspective of its own stakeholders;
- The *bottom-up* approach is rather inductive (practices and realities in the field as a starting point), which does not dispense with the need to rely on useful frames of reference to formulate the questioning and carry out relevant observations and analyses;
- Identifying an impact may involve establishing a causal link between the action and the observed transformations (in order to attribute them to the action). Without having the capacity to study a control group as such, it is a question of designing a system offering indicative points of comparison;
- Exchanges with other operators who evaluate their SI are relevant if the structure so wishes: exchanges of experience, pooling of indicators, sectoral transversality, joint valorisation of results, etc.;
- As it requires the emergence of issues and indicators deemed relevant by the internal and external stakeholders, the evaluation work is potentially fruitful not only in terms of knowledge of the object studied, but also in terms of changing the attitude of the actors involved.



Source : *Guide d'autoévaluation des Maisons de l'Emploi*, Alliance Villes Emploi, France, 2007, p. 24.

4. FOCUS ON THE DYNAMICS OF GROUPS MADE UP OF MIGRANTS: THE QUESTION OF THE GOVERNANCE OF COLLECTIVES AND THIRD PLACES

When the concept of the "third place" was presented, it was already pointed out that for such a tool to be of real added value for the socio-professional integration of migrants, certain points must be agreed upon from the outset, in particular that of **its governance and the establishment of mechanisms for the democratic regulation of decision-making power**.

The basic question is how the space is constructed from the affinities and specialisations of its designers. Indeed, the founding coworkers may induce a certain professional insularity by having little openness to the networks of other workers or little interest in developing projects outside their circle (fear of spying, etc.). As a result, the third place does not, in this case, achieve one of the objectives of interaction and transformation of the territory in which it is located. The sociological factors that determine the founders/actors who initiate a third place are therefore fundamental to take into account if we want to understand the processes that have worked to create the third place.

Together with the impetus of the founders of the third place, the **creation of a community** seems to be a sine qua non condition for ensuring the dynamism of the project. This can be particularly complex if some of the founders have a precarious residence status. The attachment to the territory, and the idea of acting for one's city, is a clear source of motivation. Furthermore, one of the major assets is the ability of the founders to unite "*heterogeneous milieus*" around them, to be a place of "*multiple intermediaries*", an interface, a bridge. This raises the question of the sustainability of the project if the founders move away from it. Third places are extremely dependent on their founders and their abilities (risk-taking, professional network available, entrepreneurial profile, etc.), which also raises the question of the legal form of these third places (cooperative, ASBL, etc.) and their economic model.

An important dimension of the governance of third places also lies in their capacity to support a "*decompartmentalised urbanism*" which integrates the inhabitants and users of the city and not just experts (engineers, etc.). It is a question of considering how these places can also attract less qualified people who can, through the internet and new means of communication, redesign local projects that correspond to them (coworking, fablabs, repair cafés, recycling centres, shared gardens, etc.). And to see how citizen initiatives can influence public policies in support of third places? Or even how these policies can position themselves; in the administration or in joint experimentation?

In Liège, the self-management approach that is promoted in the **Univerbal** social economy project questions different ways of thinking and living the socio-economic emancipation of everyone. This involves perceiving unsatisfactory situations (discrimination, oppression, etc.) and adopting a "horizontal" way of dealing with them. It is important for the group to reach agreement on philosophical/political terms or concepts in order to gradually identify which strategy they wish to pursue with full knowledge of the facts. In other words, the question arises as to whether an education in politics would precede an education in economics?

Different perspectives are considered in this particular project, which can be applied to comparable projects:

Perspective 1: Identifying the way in which participants think they are capable of changing things;

Perspective 2: To question the conditions required for the construction of a collective that tends to emancipate its participants;

Perspective 3: Thinking about the circulation of power, the appropriation of the project and the emancipation of the authority figure;

Perspective 4: Working on a self-supporting emancipatory framework;

Perspective 5: Developing participatory action research;

Perspective 6: Based on the singular migratory histories of each person who has a migratory past, work on a life project in Belgium.

Different perspectives are considered in this particular project, which can be applied to comparable projects:

- Perspective 1: Identifying the way in which participants think they are capable of changing things;
- Perspective 2: To question the conditions required for the construction of a collective that tends to emancipate its participants;
- Perspective 3: Thinking about the circulation of power, the appropriation of the project and the emancipation of the authority figure;
- Perspective 4: Working on a self-supporting emancipatory framework;
- Perspective 5: Developing participatory action research;
- Perspective 6: Based on the singular migratory histories of each person who has a migratory past, work on a life project in Belgium.



5. FOCUS ON TWO INITIATIVES IN THE SOCIAL AND SOLIDARITY ECONOMY, INCLUSIVE OF MIGRANTS

This focus was produced by Anne De Acetis.

5.1. Presentation of the initiatives

Green Cantine, Bruxelles (Belgique)

The Green Cantine was created in 2018 by women waiting for housing, registered on the list of the Community Land Trust Brussels (CLTB). In the framework of the Co-create action (Innoviris), several partners including the CLTB joined forces to work on a participatory action research: "**Citizen Dev**". Within this project, the CLTB accompanied women who were passionate about cooking and happy to share their culinary knowledge towards the creation of a Collective. Now that the Collective has been constituted as an ASBL and has acquired the codes and knowledge of the network, its members are moving towards a certain form of autonomy. The objectives of the project are multiple: cross-fertilisation of cultures through food, revaluation of quality food and unsold food, creation of social links, assistance with the regularisation of residence and, above all, finding employment afterwards.

Les Mamas de Grigny, Grigny (France)

The Grigny town council launched a call for projects as part of the reorganisation of its urban space. The GRDR, an organisation committed to the social, cultural and economic promotion of sub-Saharan migrants in France, responded to the call-in favour of women selling kebabs on the sly in front of the station. He accompanied them in their process of forming a collective, developing their activities and creating the association, and still today, in the context of the opening of their restaurant. This has enabled the Town Hall, on the one hand, to find a solution to street vending, and the participants, on the other hand, to regain legitimacy in the public space and within the social services. The long-term objective of this project is that this place of impetus will enable them to carry out their professional projects, as soon as they obtain their residence documents.

5.2. How do municipalities work with migrants and what practices?

Both initiatives were born out of participatory action research.

Initiative 1: Green Cantine

Green Cantine was created thanks to the motivation and culinary know-how of its members and the support of the CLTB. The initiative might not have come into being if the Brussels-Capital Region, in the framework of Innoviris, had not launched the call for Co-create projects, and without the collaboration of three associations (BRAL, EVA and CLT-B) and two research centres (Sasha - ULB; Cesir - USL-B) in the Citizendev Brussels project. Today, the association is not supported by the municipality but by the Region in the framework of the Good Food strategy (Brussels Environment) Initially, the members had access to the premises of the Brussels-Capital Region Housing Company (SLRB), and then occupied those of another association. The Region therefore also provided support in the form of the provision of premises.

Initiative 2: The Mamas of Grigny

The Mamas project was initiated by the city of Grigny, which wanted to solve an urban problem. In this context, with the permanent influence of the GRDR, the town council supported the development of the project in various ways: ordering meals for its staff, making premises available, providing financial contributions to the GRDR, supplying catering to the beneficiaries of the CCAS, Centre Communal d'Action Sociale (Community Social Action Centre) in particular. However, various paradoxes remain: the police still intervene by chasing away the vendors who continue to sell on the forecourt, as the association does not yet allow them to provide for themselves and their families. Moreover, they cannot claim access to the meals to which CCAS beneficiaries have access, nor to the social grocery shop as individuals, although they can collect food there as an association.

5.3. What can we learn from these experiences?

The projects were supported to achieve autonomy by learning codes and procedures. This support also enabled the initiatives to meet actors in the food sector, and thus create a network. The formation of the Collective has enabled the women to create links, share their culinary knowledge and plan for the future.

The issue of remuneration arises in both projects. In Grigny, the question is how to remunerate the members if the income generated proves sufficient; and in Marolles (Brussels), the aim is to create salaried jobs.

The question of time also arises, and is linked to the previous one: how much time can be devoted to this voluntary activity, this precious time that cannot be used to provide for one's family? The members of Green Cantine, for example, are trying to develop their activities (table d'hôtes, cooking workshops, catering), in particular thanks to the solidarity service of grouped purchases, etc. However, this desire, which would imply an increase in the range of services offered and consequently in their personal investment in the association, is put to the test by the difficulty of meeting their needs and those of their families, insofar as there is a long waiting period before they can be legally remunerated through their activity.

For both initiatives, one of the challenges is to promote the regularisation of residence for the women involved. Some politicians openly support these projects.

5.4. SWOT and PESTEL analyses

Both the SWOT analysis (Strengths - Weaknesses - Opportunities - Threats) and the PESTEL analysis (Political, Economic, Sociological, Technological, Environmental, Legal) aim to specify the objectives of the projects and identify the internal and external factors favourable and unfavourable to their realisation. They allow these initiatives to be placed in their proper context.

6. CONCLUSION: THE SOCIAL AND SOLIDARITY ECONOMY IN EUROPE AND BELGIUM, AN OPPORTUNITY FOR THE SOCIO-PROFESSIONAL INCLUSION OF MIGRANTS

For many years, classical industrial forms have been deserting European territories; automation, robotisation and the development of artificial intelligence certainly impose an innovative reflection on the future of work, for every worker. On the other hand, the growth of figures such as auto-entrepreneurs, bogus self-employed, young people exploited in platforms such as Deliveroo or Uber, alienates some workers who are increasingly placed in a precarious situation. Among employees and job applicants, workers of foreign origin are confronted with intersectional forms of discrimination in hiring, an ethno-stratification of the labour market. **These additional barriers to quality employment deny the potentialities, assets and skills of people with migrant backgrounds.** These questions have become more acute since 2015, when almost 1.2 million refugees came to the European Union to flee war and misery; and they are still relevant in 2022, with the reception of Ukrainian refugees

During the last stock market crisis, SSE structures cushioned the shock rather well; very few were declared bankrupt. The social and solidarity economy now provides 13.6 million jobs in Europe. And these initiatives generate inclusive growth that could enable everyone to find a decent job. It is to this dynamic that the partners of the **Union Migrant Net** project wish to contribute, by calling for a **new alliance between associations, trade unions, traditional companies and SSE initiatives.**

The various projects presented in this Guide are rooted in a local reality; they propose a space that puts social purpose before profit and promotes sociocratic and cooperative exchanges. In fact, they make it possible to overcome in an innovative way the obstacles encountered by migrant workers in accessing the labour market via a classic socio-professional integration system that does not necessarily take into account the specificities of this group. These projects are local responses to the problems and structural violence to which migrants are subjected. They also tend to respond to changes in the way work is organised by being part of a cooperative model.

The social economy thus offers an alternative model for the inclusion of migrant workers in the labour market, but also responses in terms of access to housing, care, basic services and even residence status. SSE projects intelligently promote sustainable growth, integrated into the labour market with quality jobs.

The social economy can be an inclusive tool, but it needs to be seen as such: at the intersection between integration policies, employment policies and city policies. These projects need to be funded, but also supported at the policy level by developing mechanisms that enable migrant workers to access their rights. **Public policies have a real role to play in this specific approach, which is aimed at migrant people, but even more broadly, at people who are in a precarious situation and far from employment.** In order to become operational and to perfect its model of inclusion, this local approach needs to be inspired by existing and emerging initiatives, to be part of European networks, and to make local projects known beyond the borders.

Some good practices from this Guide? At the level of the migrant worker, as a member of an SSE Collective:

- The participation in a Collective in social economy allows to favour the mutualisation of competences and tools;

- The cooperation that is implemented there makes it possible to increase the skills of the enterprise, to learn to resist competition together and thus ensure the economic viability of the project;
- It should be noted that in several SSE initiatives mentioned in this Guide, the existence of a "super user" within the structure really improves the chances of success of the structure: having a direct contact within the municipality, or a well-filled address book of potential clients, is undeniably an asset. Again, the fact that migrant workers have to rebuild a professional network in their host country is an obstacle, which is why facilitation mechanisms should be provided;
- At the individual level, the passage, -transitory or in the medium/long term-, through an SSE project can contribute to regain dignity, in the face of a difficult migratory path and the risk, which it often generates, of dequalification or social disqualification;
- It is necessary to overcome the traditional, time-consuming and sometimes demobilising stages of language learning, then vocational training, then job search. And to consider a combined approach of learning skills (including language skills) through employment
- In the same vein, this type of initiative allows for experiential learning, which improves employability by supporting the acquisition of social and professional skills. SSE is indeed a tool for orientation towards employment, which opens a first professional experience in the host country, trains migrant workers, and increases their possibilities of insertion in the labour market
- It is essential to couple the entry into activity within a cooperative structure with individual legal and social support, as the administrative complexity of the world of work in general is often the cause of additional difficulties in terms of integration for foreign people.

At the level of public policy, various actions can be implemented:

- Co-constructing public policies for the reception of migrants, by joining networks of welcoming cities, facilitating networking between private companies and migrant workers in particular;
- Ensure that the basic needs of new migrants are met, by improving access to information and services that concern them, and relating to access to housing, health, employment and a sustainable residence permit. In this respect, the citizen identity card can improve these aspects;
- Promote the creation of social economy structures to meet the needs of the disadvantaged, including migrants, but also to involve them in citizenship and increase their representativeness;
- More broadly, involve migrants in the structuring of policies that concern them, particularly through citizen consultations and dialogue between cities, trade unions, companies and associations, to decompartmentalise public policies;
- Create a one-stop municipal shop, which brings together services and information dedicated to new arrivals in the territory, particularly concerning entrepreneurship and the social and solidarity economy. These places must make aid and support accessible to migrant workers, to guide them in their career path, beyond the tendency to send these workers to occupations with a labour shortage;
- Set up spaces to encourage meetings and exchanges between cooperative enterprises and migrant workers, particularly on the basis of tools deployed by European SSE networks;
- Call on social economy initiatives led by precarious people in the city's public markets. These economically fragile initiatives need stable and reliable clients to establish their credibility and activity over time;

- At the national level, legislation allowing for the granting of long-term residence status on economic grounds linked to professional experience or employability in the social economy sector, makes it possible to offer a real stable outlet to workers living in great precariousness, while at the same time responding to broader social needs depending on the sector of activity. Once again, the French and Catalan legislation illustrates, on this precise point, a practice that demonstrates positive results for society as a whole;
- Intervene concretely in the emergence and stability of cooperative structures led by precarious people: financially, logistically, by sending human resources, by promoting these activities to the public, or by directly calling on the services of these services;
- Promote and fund mentoring/sponsorship projects that accelerate and improve the inclusion of migrant workers;
- Adopt measures, including legal measures, to develop a corporate culture that is inclusive of migrants, through a 'diversity policy', based on an action plan for example. This implies that cities should make efforts to promote interculturality, as is already the case in many welcoming European cities.

At the level of trade unions, the following axes, among others, can be identified:

- Strengthening links with cities, to facilitate migrants' access to training and employment;
- Enhance frontline work with migrant workers to identify the social needs encountered on a daily basis by this group. Structure and carry out advocacy based on these needs, through migrant workers' centres, with and without residence permits, particularly concerning the regularisation of undocumented workers;
- Increase the representativeness of migrant workers within trade union structures, by appointing trade union representatives who have experienced migration;
- Offering trade union support for emerging social economy structures, particularly those run by people in a precarious situation;
- Disseminate and feed cooperative tools for trade union support of migrant workers, such as the Union Migrant Net portal, which compiles a series of support schemes;
- etc.

The identification of a few emblematic projects in this Guide is not enough to ensure their transferability to all European countries. Indeed, legal realities are sometimes obstacles, sometimes levers, for their implementation: legislation that facilitates access to a residence permit, or that develops national policies in favour of the social economy, will increase the success of the inclusion process of migrant workers. In the meantime, the panel of projects included in this Guide can be inspiring, for experimentation through social innovation, and for appropriating new practices.

There are still some pitfalls: the question of governance of these initiatives needs to be examined in greater depth, in order to create participation and learn to co-construct these projects. This is one of the challenges to be met if they are to be sustainable, and in order to encourage cities to support such social initiatives, with a view to the inclusion of migrant people and in favour of respect for their fundamental rights. The SSE is not a unique solution, but a possible vector of inclusion based on productive collaboration, the mutualisation of resources, for the benefit of citizens as well as third country nationals.

One concrete course of action, which could federate all of these imperatives, lies in the **deployment of third places dedicated to social economy initiatives of people who are far from employment**, as a space for experimentation, social innovation, fulfilment for the social entrepreneurship of workers, and the strengthening of human links in favour of the

inclusion of all. **In a democratic process that has never been completed, the economy must be reaffirmed for its essential purpose: to be at the service of people, including exiled people.**

SAW-B: "SSE cannot be a functional spare wheel for a dysfunctional system. It must be transformative, aiming to change the rules of the game..."

<https://www.arte.tv/fr/videos/100517-001-A/economie-sociale-et-solidaire-une-illusion-vox-pop/>



7. NON-EXHAUSTIVE LIST OF PROJECTS ON WHICH THE GUIDE IS BASED

In Austria:

1. Magdas Hotel (Vienna): hotel co-managed by refugees
<https://www.infomigrants.net/fr/post/13431/a-vienne-un-hotel-vintage-et-branche-pour-humaniser-l-image-des-refugies>

In Belgium:

2. Atemos (Liège): undocumented seamstresses, solidarity masks project
<https://www.facebook.com/Atemos-Li%C3%A8ge-107493164219333>
3. Bière 100PAP' (Brussels and Liège): solidarity beer for the benefit of housing for precarious people <http://100pap.be/>
4. Collectactif (Brussels): recovery and reuse of second-hand objects
<https://www.facebook.com/CollectActif>
5. Community Land Trust Brussels: organisation aiming to promote access to housing
<https://www.cltb.be/fr/>
6. Communa: temporary occupation of premises
<https://communa.be/>
7. De Nomade (Leuven): reception of refugees via a one-stop shop
<https://www.leuven.be/contact/de-nomade>
- Duo For a Job: mentoring programme for young people with a migrant background with citizens from the same professional sector
<https://www.duoforajob.be/en/homepage/>
- Green Cantine van Brussel (Brussels): catering service
 - o <https://www.facebook.com/greencant/>
 - o <https://bral.brussels/fr/artikel/faire-collectif-bruxelles-l-initiative-citoyenne-et-l-exp-rience-citizendev-la-green-cantine>
 - o <https://www.citizendev.be>
 - o <https://goodfood.brussels/fr/content/la-strategie-good-food>
 - o https://goodfood.brussels/sites/default/files/inline-files/20210222-EventGoodFood2.0_coconstruction.pdf
- Interra (Liège): a meeting place for migrants and citizens and an incubator for entrepreneurs with a migrant background
<https://vivre-ensemble.be/interra>
- Kologa (Bruxelles) : [accès au logement pour personnes réfugiées](https://www.kologa.org/)
<http://www.kologa.org/>
- Live in Color (Liège): PSI programme for migrants
<https://www.liveincolorassociation.com/job-diversity>
- Microstart: support for business creation through microcredits
<https://microstart.be/en>
- Singa: [access to housing for refugees](https://www.singa-belgium.org/)
<https://www.singa-belgium.org/>
- Univerbal (Liège): social interpreters
<https://projetuniverbal.wordpress.com/category/univerbal/>
- Sirius (Liège): training in web development and social economy digital agency
<https://siriushub.be/>

In Bulgaria :

- Caritart <https://caritart.bg/about-us-2/>
- Caristo <http://bcnl.org/en/analyses/bistro-caristo.html>

In Finland:

- Integra: SSE integration programme combining language learning and vocational training
<https://www.facebook.com/kokkotyo.integra>
- Startup Refugees: initiative to support professional skills development for migrants
<https://startuprefugees.com/>

In France :

- ACME (accompagnement to the creation of migrant entrepreneurs)
- ANVITA : national association of welcoming cities and territories
<https://www.anvita.fr/>
- Cannelle et Piment : restaurant and catering service
<http://www.cannelle-et-piment.fr/>
- Caracol: solidarity and ecological flatshares
<https://caracol-colocation.fr/>
- Street kitchen: support for food and integration projects
<https://arcinnovation.fr/acteur/cuisine-de-rue>
- Fabrique Nomade: a programme to increase the skills of craftsmen with a migrant background
<https://lafabriquenomade.com/>
- GRDR/Initiative ACME: entrepreneurship support service
<https://www.grdr.org/Accompagnement-a-la-creation-des-migrants-entrepreneurs>
- Emmaus Roya (France): fruit and vegetable farming cooperative
<https://www.facebook.com/EmmausRoya>
- Entrepreneurs of the World: catering business test for refugees
<https://www.entrepreneursdumonde.org/fr/>
<https://incubationcreationinclusion.fr/>
- Les Mamas de Grigny: women's collective providing culinary services
<http://www.grdr.org/Grigny-des-femmes-actrices-du-changement>
<https://www.humanite.fr/solidarite-les-mamas-sortent-enfin-de-lombre-692266>
- Migracoop: experimentation with cooperatives run by migrants, culinary project
http://www.meltingcoop.fr/?page_id=2
- Plateau Urbain: provision of space for SSE actors
<https://www.plateau-urbain.com/>
- Sunucoop: culinary cooperative of migrant women entrepreneurs
<https://www.facebook.com/SUNUcoop-2324798931091787/>
- La Ruche: incubator and collaborative workspace for PSI of refugees
<https://la-ruche.net/blog/2020/11/18/incubateur-a-montreuil-on-vous-presente-la-troisieme-promotion/>
- Refugee Food Festival: catering training
<https://refugee-food.org/>
- REGAL: project seeking to promote a better work-life balance for migrant women
<https://www.regalproject.eu/fr/accueil/>
- Exchange and Restoration Network (E.R.N.)
https://medium.com/@laurentb_/a-sarcelles-en-r-e-r-le-r%C3%A9seau-dechanges-et-de-restauration-de-fatima-idhammou-3584b4183e77
https://www.rtes.fr/system/files/inline-files/DPV_R.E.R.pdf

In Germany:

8. Migrapreneur in Berlin: <https://migrapreneur.org/>
<https://www.youtube.com/watch?v=cEtK8bTLnMo>
9. Migration Hub, Berlin : <https://www.migrationhub.co/>
10. Stadtteilmütter: social mediation programme by women of foreign origin:
<https://www.berlin.de/sen/jugend/familie-und-kinder/familienfoerderung/stadtteilmuetter/>

In Greece:

- R2R call centre: call centre for refugees <https://edgeryders.eu/t/r2r-call-center-a-cooperative-developed-from-refugees-to-refugees/759>
- Welcommon Hostel: hostel service for disadvantaged people
<https://welcommonhostel.gr/>

In Italy:

- Barikama (Rome): organic yoghurt and vegetables
<https://www.mediapart.fr/studio/portfolios/en-italie-la-cooperative-des-migrants>
<https://www.arte.tv/fr/videos/099451-000-A/italie-barikama-le-salut-par-la-terre/>
- ELYME : <https://www.elymeproject.eu/>
- LESS (Naples): social cooperative for the reception of migrants
<https://www.lessimpresasociale.it/servizi-di-supporto-allo-start-up-di-impresa/>
- Nemo ENAIP Piemonte (Turin, Italy): sewing workshop led by asylum seekers / refugees
https://www.enaip.piemonte.it/mod/Notizie/page/archivio/dettaglioArchivio/Un-evento-bello-da-matti-2861_1.html
- Sartoria Sociale CPIA-Chieri (Italy): textile workshop with language training
<https://www.facebook.com/watch/?v=790996687963620>
- Sartoria Sociale of Turin: <https://www.sartoriagelso.it/>
- Scup (Rome): self-managed social centre
<https://www.facebook.com/scup.sportculturapopolare>

In the Netherlands:

- OpenEmbassy integration initiative for newcomers with Dutch residents
<https://www.openembassy.nl/en/>
- Grenzeloos: integration programme in catering with a language learning aspect
<https://grenzeloosmaastricht.nl/fr/ons-verhaal/>

In Norway:

- Sandwiches Brothers & Sorbet Sisters: sale of sorbets and ice creams by young refugees
<https://sandwichbrothers.no/>

In Romania:

- Ateliere Fără Frontiere: integration activities through economic activity
<https://www.atelierefarafrontiere.ro/>

In Spain:

- Diomcoop (Barcelona): logistics and cleaning, gastronomy, sewing <http://diomcoop.org/?lang=fr>
- Dona Kolors (Barcelona): textile creations <https://donakolors.cat/en/>
- ECOSOL (Girona) :integration enterprise of Càritas Diocesana, bicycle assembly and second-hand shop <https://www.caritasgirona.cat/ca/2010/ecosol-empresa-d-insercio.html>
- Fundacion Mescladis: school-restaurant and catering <https://www.mescladis.org/>
- Nausica: reception and accommodation programme for former applicants for international protection https://www.barcelona.cat/infobarcelona/en/the-nausica-refugee-reception-programme-is-presented-to-the-european-commission-2_463665.html
- Top Manta (Barcelona): textile creations [Tienda Online Top Manta](#)

In Sweden:

- Mamas Retro: promoting entrepreneurship among women who are far from employment <https://www.mamasretro.se/>
- Östersund: supporting migrants in setting up businesses <https://www.ostersund.se/>

In Switzerland:

- Seebruecke: network of solidarity cities <https://seebruecke.ch/fr/seebruecke-suisse/>

8. BIBLIOGRAPHIC RESOURCES

1. Monographies

Boivin, P., Stonnink, D. (Ed.). (2016). *Les réseaux de l'économie sociale et solidaire en Europe*. Pour la Solidarité. European Think and Do Tank. Consulté sur <https://www.pourlasolidarite.eu/sites/default/files/publications/files/na-2016-reseaux-ess-europe.pdf>.

CitizenDev. (2020). *Faire collectif à Bruxelles, l'initiative citoyenne et l'expérience « CitizenDev »*, 42-43. Consulté sur https://bral.brussels/sites/default/files/bijlagen/BRAL_Faire%20collectif%20C3%A0%20Bruxelles_0.pdf0.

C-Mise. (2019). *Migrants en situation irrégulière en Europe : document d'orientation à l'usage des municipalités. Résumé*. Consulté sur <https://www.compas.ox.ac.uk/wp-content/uploads/CMISE-Executive-Summary-FR.pdf>.

Comité économique et social européen. (23 mai 2018). *Les entreprises de l'économie sociale, moteur d'intégration des migrants, Avis d'initiative (2018/C 283/01) du Comité Économique et Social Européen*. Consulté sur <https://eur-lex.europa.eu/legal-content/FR/TXT/PDF/?uri=CELEX:52017IE4769&from=FR>.

Comité économique et social européen. (28 mai 2019). *Vers un cadre juridique européen adopté pour les entreprises de l'économie sociale*. Consulté sur <https://www.eesc.europa.eu/en/our-work/opinions-information-reports/opinions/towards-appropriate-european-legal-framework-social-economy-enterprises-own-initiative-opinion>.

Comité économique et social européen. (27 avril 2021). *Le rôle de l'économie sociale dans la création d'emplois et la mise en œuvre du socle européen des droits sociaux*. Consulté sur <https://www.eesc.europa.eu/en/our-work/opinions-information-reports/opinions/role-social-economy-creation-jobs-and-implementation-european-pillar-social-rights/timeline>.

Conseil de l'Europe. (30 août 2018). *Les migrations sous l'angle de l'égalité entre les femmes et les hommes : donner aux femmes les moyens d'être des actrices essentielles de l'intégration*. Consulté sur <https://pace.coe.int/pdf/a4e6c6899d7a8e639448793fbf93a42d4556583cb94c500229f3afe2452322ec/doc.%2014606.pdf>.

Conseil de l'Union européenne. (7 décembre 2015). *La promotion de l'économie sociale en tant que vecteur essentiel du développement économique et social en Europe. Conclusions du Conseil*. Consulté sur <https://data.consilium.europa.eu/doc/document/ST-15071-2015-INIT/fr/pdf>.

European Migration Network (2019). *Labour market integration of third-country nationals in EU member States*. Consulté sur <https://emnbelgium.be/sites/default/files/publications/Labour%20Market%20Integration%20of%20Third-Country%20Nationals%20in%20EU%20Member%20States.pdf>.

Fici, A. (2020). *Social enterprise laws in Europe after the 2011 "Social business initiative". A comparative analysis from the perspective of worker and social cooperatives*. Consulté sur <https://cecop.coop/uploads/file/bzuQI79nF5yrrwoDvUNUg47Ro7iaHA6wAxsV9yo.pdf>.

Gatugu, J. (2017). *Discrimination des Africains qualifiés sur le marché de l'emploi*. Liège : IRFAM-Harmoniques, Consulté sur <https://www.irfam.org/wp-content/uploads/etudes/etude2017.pdf>.

Good Food. (2021). *Organisation de la co-construction de la stratégie Good Food 2.0*. Consulté sur https://goodfood.brussels/sites/default/files/inline-files/20210222-EventGoodFood2.0_coconstruction.pdf.

Hersent, M. (2002). *Initiatives locales de femmes immigrées dans les zones sensibles urbaines. L'exemple de la création d'activité de proximité. Analyse des potentialités et des obstacles. Rapport final*. Paris : Agence pour le développement de l'économie locale.

Hersent, M. (2008). *Initiatives de femmes en migration dans l'économie sociale et solidaire*. Consulté sur https://base.socioeco.org/docs/madeleine_hersent.pdf.

Kallflèche, G. (2019). *Promoting social considerations into public procurement procedures for social economy enterprises. Matrice expliquant comment des considérations sociales ont été intégrées dans la loi française transposant la Directive 24/2014/UE*. European Commission. Consulté sur <https://www.aeidl.eu/docs/bsi/index.php/bsi-buying-for-social-impact/bsi-library/bsi-deliverable/29-analyse-juridique-du-droit-de-transposition-fr/file>.

Krauss, G., & Tremblay, D.-G. (Eds.). (2019). *Tiers-lieux ; travailler et entreprendre sur les territoires : espaces de coworking, fablabs, hacklabs...* Rennes, France : Presses universitaires de Rennes.

Le Monde des Possibles. (18 décembre 2018). *Actes du colloque « Mobilité des compétences des personnes migrantes : opportunités d'inclusion socioprofessionnelle en économie sociale et solidaire »*. Consulté sur <https://www.possibles.org/wp-content/uploads/2019/01/Actes-colloque-mobilit%C3%A9-comp%C3%A9tences-001.pdf>.

Le Monde des Possibles. (2020). *Univerbal, un projet d'interprétation en milieu social*. Consulté sur <https://www.possibles.org/wp-content/uploads/2021/06/Guide-Univerbal-2020-LIGHT.pdf>.

Marchand, A. (2014). *L'appel public à l'épargne, un outil de financement méconnu ?* Consulté sur https://www.financite.be/sites/default/files/references/files/am_lappel_public_a_lepargne_un_outil_de_financement_meconnu_1.pdf.

Monzón, J. L., & Chaves, R. (Eds.). (2017). *Évolutions récentes de l'économie sociale dans l'Union européenne*. CIRIEC Working papers. Consulté sur [PDF] [Évolutions récentes de l'économie sociale dans l'Union européenne | Semantic Scholar](#)

Myria- Centre Fédéral Migration. (2016). *La migration en chiffres et en droit 2016 : les cahiers du rapport annuel*, 55-87. Bruxelles. Consulté sur <https://www.myria.be/files/CHAP2-Populationetmouvements-FR-AS.pdf>.

Myria- Centre Fédéral Migration. (2020). *La migration en chiffres et en droit 2020 : les cahiers du rapport annuel. Population et mouvements*. Bruxelles. Consulté sur <https://www.myria.be/files/CHAP2-Populationetmouvements-FR-AS.pdf>.

Oldenburg, R. (1999). *The Great Good Place*. New York, NY : Marlowe.

Pironet, D. (2018). *L'intégration des demandeurs d'asile sur le marché du travail. Etat de la situation en 2017*. Consulté sur https://www.cepag.be/sites/default/files/publications/2018_-_cepag_-_etude_integration_des_demandeurs_dasile.pdf.

Social Economy Charter. (2002). *A different model of enterprise and organisation, a different type of entrepreneurship*. Consulté sur <https://www.socialeconomy.eu.org/wp-content/uploads/2020/04/2019-updated-Social-Economy-Charter.pdf>.

Stokkink, D., & Verdonck, D. (2010). *Le rôle des entreprises dans l'intégration des travailleurs migrants au sein de l'Union européenne*. Consulté sur https://www.pourlasolidarite.eu/sites/default/files/publications/files/etude1_roleentreprisesintegrationtravailleursmigrantsue.pdf.

Ville de Liège. (2015). *Tableau de bord de la population liégeoise*. Consulté sur <https://www.liege.be/fr/vie-communale/administration/liege-en-chiffres/tableaux-de-bord-population/tableau-de-bord-population-2015.pdf>.

Unia & Service public fédéral Emploi, Travail et Concertation sociale. (2019). *Monitoring socioéconomique 2019 : Marché du travail et origine*. Consulté sur https://www.unia.be/files/Documenten/Publicaties_docs/Monitoring_FR_-_WEB-AS.pdf.

2. Chapitres d'ouvrages collectifs

Gatugu, J., & Manço, A. (2018). Dispositifs de valorisation des compétences des migrants : problèmes et pratiques. In A. Manço & J. Gatugu (Eds.), *Insertion des travailleurs migrants. Efficacité des dispositifs*, (pp. 161-181). Paris : L'Harmattan/IRFAM Harmoniques.

3. Articles de périodiques

Arendt, J.N. (2020). Labor market effects of a work-first policy for refugees. *Journal of Population Economics*, 35, 169-196. <https://doi.org/10.1007/s00148-020-00808-z>.

Besançon, E., & Chochoy, N. (2019). Mesurer l'impact de l'innovation sociale : quelles perspectives en dehors de la théorie du changement ? *Revue internationale de l'économie sociale (RECMA)*, 352, 42-57. Consulté sur <https://www.cairn.info/revue-recma-2019-2-page-42.htm>.

Danckaers, T. (18 novembre 2020). Comment Utrecht prend en charge les sans-abris sans titre de séjour. *Alter Échos*, 488. Consulté sur <https://www.alterechos.be/comment-utrecht-prend-en-charge-les-sans-abri-sans-titre-de-sejour/>.

Debelder, J., & Manço, A. (2020). Pandémie : mobilisations citoyennes et modes de gestion locale de la question migratoire. *Diversités et citoyennetés*, 55, 4-9. Consulté sur <https://www.irfam.org/2020-analyse-1/?msclkid=f5df9611ceb511ecac9eb38683e9d218>.

Hersent, M. (2004). Initiatives économiques de femmes : potentialités, freins et obstacles. *Ecologie & Politique*, 2004/1 (28), 105-113. Consulté sur <https://www.cairn.info/revue-ecologie-et-politique-2004-1-page-105.htm>.

Jassogne, P. (16 décembre 2012). Quel avenir pour l'insertion socioprofessionnelle des migrants ? *Alter Échos*, 351. Consulté sur <https://www.alterechos.be/quel-avenir-pour-linsertion-socioprofessionnelle-des-migrants/>.

Orianne, J.-F., & Beuker, L. (2019). Bien agiter avec l'emploi. De l'activation des politiques d'emploi à l'agitation des chômeurs. *Social Science Information*, 58 (4), 568-586.
<https://doi.org/10.1177/0539018419882547>.

4. Textes législatifs

Dir. (UE) n° 2014/24 du Parlement européen et du Conseil du 26 février 2014 sur la passation des marchés publics et abrogeant la directive 2004/18/CE, *J.O.U.E.*, L.94, 28 mars 2014, p. 65.

5. Pages web

Attias, E. (12 décembre 2020). *Comment Paris veut mettre l'économie sociale et solidaire au cœur de l'espace urbain*. Challenges. Consulté sur https://www.challenges.fr/ile-de-france/paris-veut-mettre-l-ess-au-coeur-de-l-espace-urbain_741671.

Bergé, J. (25 septembre 2021). *In Nadine Minampala We Trust, vers une culture entrepreneuriale plus inclusive*. RTBF-Les Grenades. Consulté sur <https://www.rtb.be/article/in-nadine-minampala-we-trust-vers-une-culture-entrepreneuriale-plus-inclusive-10848512?id=10848512>.

European Commission. (25 octobre 2011). *Social Business Initiative – Frequently Asked Questions*. Consulté sur https://ec.europa.eu/commission/presscorner/detail/en/MEMO_11_735.

Good Food. (2020). *La stratégie Good Food*. Consulté sur <https://goodfood.brussels/fr/content/la-strategie-good-food>.

Le Monde des Possibles. *IBM-More – accompagnement des personnes d'origine étrangère dans l'entrepreneuriat : des nouvelles !* Consulté sur <https://www.possibles.org/ibm-more-accompagnement-des-personnes-dorigine-etrangere-dans-lentrepreneuriat-des-nouvelles/>.

Le volontariat. *Questions spécifiques*. Consulté sur <https://www.levolontariat.be/questions-specifiques>.

Morreale, C. (24 septembre 2020). *Relance et renfort inédits pour l'économie sociale : un secteur d'avenir générateur d'emplois durables*. Consulté sur <https://morreale.wallonie.be/home/presse--actualites/communiques-de-presse/presses/relance-et-renfort-inedits-pour-leconomie-sociale--un-secteur-davenir-generateur-demplois-durables.html>.

Savariau, A., & El Gharib, S. (21 avril 2020). *L'intersectionnalité : outil politique pour une véritable justice sociale*. Consulté sur <http://www.lallab.org/lintersectionnalite-outil-politique-pour-une-veritable-justice-sociale-emilia-roig-au-lallab-day-2020/>.

Ville de Liège (27 novembre 2017). *Liège se déclare Ville hospitalière, responsable, accueillante et ouverte*. Consulté sur <https://www.liege.be/fr/vie-communale/ville-engagee/liege-se-declare-ville-hospitaliere-responsable-accueillante-et-ouverte>.