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Refugees Empowerment through VET for an inclusive Europe
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Intellectual Output 4

IO4 Social Enterprise Manager Curriculum Handbook

Course Plan

This document was prepared by: RINOVA with REVALUE partners

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Contents

1. Introduction

2. The REVALUE Project

3. Social Enterprise Manager providing Migrant Services

- *Context and definition*
- *Occupational profile*

4. General educational objectives of the CURRICULUM

5. Specific educational objectives of the CURRICULUM

6. Content topics

- *Module description*
- *Expected learning outcomes*, (expressed through the European Descriptions of studies and based on five descriptors adopted at European level: knowledge and understanding, applying knowledge and understanding, making judgements, communication skills, learning skills)
- *Knowledge, skills and competences*
- *Assessment criteria*

7. List of useful resources and links in the partner countries

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1. Introduction

Studies show that migrants are more inclined to engage in entrepreneurial activities than native-born people. One of the reasons is lack of other employment opportunities. Indeed, migrants face various barriers such as language, lack of foreign credentials recognition, little or inexistent contacts in the domestic market and discrimination (Oecd). As a result, they resort to entrepreneurial activities and self-employment. We have seen before that refugees are generally even more disadvantaged than other migrants. It may follow, then, that they can benefit as well (or even more) from entrepreneurship. However, for the entrepreneurial experience to be successful, refugees' need to acquire specific skills and knowledge, including entrepreneurial skills, business management and national regulations. Project REVALUE will design a training course focused on these skills with a specific focus on social entrepreneurship with the aim of creating effective "Social Enterprise Managers" for the management of migrant services (i.e. those who manage an enterprise which provides services to Migrant Communities). Indeed, as pointed out by the European Commission that launched in 2011 the Social Business Initiative, social economy provides innovative and successful solutions to current economic and social challenges, and it is in line with the Europe 2020 strategy. By focusing on the human factor and social cohesion, enterprises that provide services to a specific communities of vulnerable individuals, such as migrants promote inclusive growth, improved local social services and sustainable jobs for disadvantage groups. Therefore, training effective 'social enterprise managers' among the refugees/migrant communities can have positive spillover effects on the migrant population at large.

As for the previous IO, the final output will be a Curriculum Handbook, containing the Course Plan and the Didactic Manual. The Course Plan will present:

- a) **General educational objectives;**
- b) **Specific educational objectives;**
- c) **Expected learning outcomes;**
- d) **The content topics;**
- f) **Assessment criteria.**

The Didactic Manual will contain the course methodology and the didactic material for the face-to-face classrooms. The latter will be based on minimum 5 modules:

- 1) **Social Enterprise Management (functioning and management of an enterprise providing services to migrants);**
- 2) **Access to financing;**
- 3) **Entrepreneurial skills;**
- 4) **Legal and Normative framework of services that support migrant population;**
- 5) **Service management to migrants (management of services provided to migrants).**



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The course material will be designed making extensive use of visual materials, such as topic sheets, videos and Prezi presentations to facilitate the learning process of non-native speakers. Moreover, all modules will be thought through CLIL methodology to improve migrants' language skills.

2. The REVALUE Project

The goal of project REVALUE is to enhance the labor inclusion of refugees, subsidiary protection holders and asylum seekers by improving their access to skilled jobs.

The corrective action of REVALUE will strive to tackle all major causes that prevent refugees' labour integration, namely:

- Lack of recognition of knowledge, competence and skills, including previous studies;
- Deskilling;
- Lack of working experience in the host country;
- Language.

Through a solid partnership, made of a combination of VET providers and migrant associations based in Italy, France, Germany, UK and Hungary, the project will:

1. facilitate the recognition of formal, non-formal and informal knowledge, competences and skills of refugees/subsidiary protection holders/asylum seekers through the design and implementation of a toolkit for migrants' skills assessment;
2. transfer new highly qualifying skills to refugees/subsidiary protection holders/asylum seekers through tailored VET courses, one for "Migrant Service Providers" and another for "Social Enterprise Manager", that meet their specific learning needs and characteristics, in particular the language;
3. provide refugees/subsidiary protection holders/asylum seekers with hands-on experience through the creation and implementation of work-based laboratories.

The target group of project REVALUE will be refugees/subsidiary protection holders and asylum seekers recently arrived to Europe. Female migrants will be given special consideration, integrating a gender approach in the design and implementation of project's products. Although the beneficiaries of the action are constituted by humanitarian migrants only, the project's products will be applicable to other kinds of migrants as well.

The innovative feature of REVALUE lies in the creation of 2 VET courses that put together the best characteristics of VET teaching methodologies (use of audio-visual teaching material, work-based training) with the needs and requirements of adult education (acquisition and strengthening of basic skills) all bound together with an effective language methodology (CLIL – Content and Language Integrated Learning). This innovative combination will make an exceptionally complete learning experience for the beneficiaries and will constitute an important example for future



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training development. The courses, moreover, will provide training for accessing well remunerated, medium/high-skills jobs in two sectors that are generally receptive to the participation of non-native workers, creating real opportunities for the beneficiaries to escape the low socio-economic cycle in which they often find themselves.

A second innovative aspect of project REVALUE is that it creates a skills assessment tool designed to assess both informal and non-formal learning and the level of education attained in the home country. Informal and non-formal learning have to be properly assessed to determine the whole spectrum of competences and skills and to direct the person who is being assessed towards the most appropriate educational and professional pathways. However, especially in the case of humanitarian migrants, including innovative ways to assess formal learning is equally important, given that they usually lack certificates and proof of their previous studies. The tool will be designed to make it easier for refugees to describe their educational experience, and for service providers and job counsellors to assess their effective level of education.

Finally, project REVALUE will not limit itself to the creation of a skills assessment tool, but it will build on that experience to create two other products:

- a CV certified by the project for all beneficiaries of the skills assessment process. To this end the REVALUE CV will bear in the cover page a description of the project and the assessment process that led to the drafting of the CV.
- The report *“Who migrates to Europe? Educational and professional profiles of refugees in EU countries”*. The report will collect the assessing experience of the 5 countries in which the project is carried out, trying to draw a picture of refugees in terms of education and professional experience.

3. Social Enterprise Manager providing Migrant Services

Context and definition of the Social Enterprise Manager providing Migrant Services

The Social Enterprise Manager providing Migrant Services is a fairly underdeveloped job role and a relatively under-researched activity in some of the EU Countries.

The occupational figure of the Social Enterprise Manager providing Migrant Services exists in all the partner countries, even if other countries use different job titles to identify this role. A key part of the REVALUE partnership objective is to deepen the understanding of the professional profile, while developing a robust Social Enterprise Manager training programme.

There is no requirement for a Social Enterprise Manager providing Migrant Services to work under license or be required to register with a professional body in the EU to do their job role. Neither does Social Enterprise Manager require a specific professional qualification to deliver migrant services, although many do hold qualifications in education and training.



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Typically, Social Enterprises providing Migrant Services work in community settings such as Schools, Reception Centers, Migrant shelters, Social Centers and in border countries we find also the exceptional situations of refugee camps.

To prepare the new Social Enterprise Manager providing Migrant Services' role requires wider knowledge of facilitation and coaching themes, specifically Motivational and Persona development, and an increasing set of non-cognitive skills including inter-personal skills; general communication; organisation and project management; conflict resolution skills; financial management; partnership and collaborative working skills; effective negotiation etc. to operate successfully.

As the Social Enterprise Manager providing Migrant Services is increasingly regarded as an emerging occupation within the VET sector, the necessity to develop an official training programme, while also describing a common occupational profile across the EU, defining a recognised professional role entitled "Social Enterprise Manager" is becoming more and more important.

Another reason is also that through the description of common job profile key competencies and modular learning programme, we are trying to better define the professional contents and role of an Social Enterprise Manager whose function can interface with other occupations such as skills trainer, guidance adviser, social integration facilitator etc. However, the role requires the post holder to have the skills and competence that goes way beyond simply Advisory services or Business management.

Key role activities of a Social Enterprise Manager:

- Management of a business that provides migrant services to beneficiaries (i.e. Migrants/Refugees)
- Manages the social enterprise– day-to-day basis

Migrant services definition: Can include NGO-style advice and welfare services as well as an organisation that provides products and services to the migrant community.

Key areas of skills development include:

- Access to financing;
- Service Management;
- Legal and normative framework;
- Managing relations;
- Social Enterprise Management (with insights of Entrepreneurial Skills).



Occupational Profile	
Name of the occupational profile	Social Enterprise Manager providing migrant services
Economic sector of reference	EU - Education / <i>NGO sector</i>
EQF Level	3-4
Sector/Area of employment in the labour market	Business Management
Main activities and responsibilities	<p>The Social Enterprise Manager of migrant services main activities and responsibilities include:</p> <ul style="list-style-type: none"> ▪ Management of a business that provides migrant services to beneficiaries (i.e. Migrants/Refugees) ▪ Manages the social enterprise– day-to-day basis ▪ Manage Team works and work loads ▪ Project management ▪ Tracking, Assessment and Evaluation ▪ Financial monitoring and Control
Types of employment (employee; employer; freelance; etc.)	<p>The Social Enterprise Manager of migrant services work mainly as self-employed and employed staff, occasionally as freelancers or volunteers:</p> <p><i>It will depend on the legal status in each country and the legal form of the organisation itself.</i></p>
Employment opportunities	<p>Employment opportunities include:</p> <ul style="list-style-type: none"> ▪ <i>Project Management assistant</i> ▪ <i>Team Supervisor</i> ▪ <i>Project officer</i>
Educational and training path	<p>France: No specific formal qualifications are required, only good knowledge in the field of business management and good knowledge and interest in the migrant context. And of course, a good knowledge of French is necessary (level B1 is required to enter the job market).</p> <p>United Kingdom: <i>BA(University degree), NQCF level 3 and 4. Health and Safety Training.</i></p> <p>Italy: To perform the job, there is no need for a qualification, but being in possession of a regional qualification can facilitate labour integration. The person should possess a good knowledge of the Italian language and culture and, preferably, also of the foreign countries s/he deals with the most. A university degree is expected. Generally, good interpersonal and communication skills are required.</p> <p>Hungary : no necessary requirement for a university degree (especially if she is self-employed). In case of the few examples present in Hungary, managers of migrant services do have university degree.</p> <p>Germany: university degree (bachelor or master) or comparable vocational training plus professional experience</p>



This Course Plan will provide to the Revalue Partnership with a standardised tool to deliver and pilot the Migrant Service Provider Vet training. Its aim is to provide a flexible enough reference guide to allow the different teaching methods and learning styles necessary in order to succeed in the implementation of a standardised curriculum in different countries and with different sets of participants.

4. General educational objectives

The Social Enterprise Manager Curriculum aims to four main general objectives:

- Enable the candidate to deliver the occupational profile with sufficiency and independence but still requiring supervision and support (level 3-4);
- Create the necessary Awareness of the sector and the local and European dimensions of the role;
- Provide the candidate with the methods, tools and references to deliver the occupational Profile proficiently;
- Establish an starting point and initial milestone to measure a Continuous professional Development in the sector.



Graph 1- The Social Enterprise Manager Curriculum Modules – Skills Development



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5. Specific educational objectives

The specific areas of skills development include:

1) Access to financing;

Learn how to identify and activate funding channels through fundraising actions and by seeking public notices and tenders and developing projects in response to them.

2) Service Management to migrants (management of services provided to migrants);

Give all knowledges needed to enable migrants to manage their own company and to inform participants about what is already existing to help migrants entrepreneurs.

3) Legal and normative framework of services that support migrant populations;

Acquire legal knowledge for the creation and management of social enterprises that provide legal assistance and support to refugees seeking asylum, as well as beneficiaries of international protection in their request and use (practices and procedures necessary for the request for refugee status, on protection of the right to asylum, family reunification procedure, protection of unaccompanied foreign minors, social protection victims of trafficking).

4) Entrepreneurial skills.

This module is intended to provide an overview of the basic competences needed for a successful entrepreneur, generally and specifically working in the migrant services sector. Through this module learners will learn how to build their own company and to lead it sustainably. They will also develop further knowledge about Entrepreneurship generally.

5) Social Enterprise Management (management of an enterprise providing services to migrants).

This Module aims to provide the participant with the sufficient competencies, skills and knowledge to independently manage the day to day activities in a company, be able to oversee financial aspects, legal procedures and human resources



6. Content Topics

Module 1	EQF (level)	Duration (hours)
<p>Access to financing: Managing the fundraising and participating in calls for funding</p>		
<p>Module Description The module enables the learner to access financing through the identification and activation of fundraising activities and the development of a project idea to apply to call for proposals.</p> <p>Objective Learn how to identify and activate funding channels through fundraising actions and by seeking public notices and tenders and developing projects in response to them.</p> <p>Activities 1. Manage fundraising activities 2. Develop a project in response to a notice</p>	<p>3-4</p>	<p>6-8</p>
<p>Expected Learning Outcomes</p> <ol style="list-style-type: none"> 1. Knowledge or skills on fundraising activities 2. Knowledge or skills to develop a project in response to a notice/call/tender 3. Knowledge or skills on various funding opportunities (e.g. public fundings, Incubators, Crowdfunding, impact investors, corporates) 4. Knowledge or skills to manage the fundraising process (teamwork, timelines) 5. Knowledge or skills to define the goals of the enterprise and to derive financial requirements from them 		



Knowledge	Skills	Competences
<p>1. Manage fundraising activities :</p> <ul style="list-style-type: none"> • The main sources of funding • The main strategic and operational instruments of fund raising • Techniques and strategies for creating and developing a fund raising activity • Networking on the territory <p>2. Develop a project in response to a notice</p> <ul style="list-style-type: none"> • Development of a project idea and writing of a project • Principles of administrative management connected to the management of a SPRAR (Sistema di protezione per richiedenti asilo e rifugiati - Protection system for asylum seekers and refugees) Center • Networking on the territory 	<p>1. Manage fund raising activities :</p> <ul style="list-style-type: none"> • Take care of fund raising activities, defining the cause and the strategic objectives, mapping the relationships, planning and organizing and implementing fundraising <p>2. Develop a project in response to a notice</p> <ul style="list-style-type: none"> • To recognize the sources in order to identify the possible notices / calls for interest • Assess the consistency between the aims of the call and the objectives of its organization • Use the necessary representation and design techniques for the application form structures and the underlying logic 	<p>UNDERSTANDING WRITTEN TEXTS Read and understand information and ideas displayed in written form</p> <p>WRITTEN EXPRESSION Communicate information and ideas by writing so that others understand</p> <p>ORAL EXPRESSION Communicate information and ideas by speaking so that others understand</p> <p>LISTEN Listen and understand information and ideas presented in spoken form</p> <p>ATTITUDE TO RECOGNIZE PROBLEMS Understand that something is wrong or that will go wrong – we refer to the attitude to recognize problems and not their solution.</p>
<p>Assessment Methodology Analysis of Self-Assessment through Incoming and Outgoing Learning Outcomes</p>		



Module 2	EQF (level)	Duration (hours)
<p data-bbox="226 368 1599 469">Service Management to migrants (management of services provided to migrants)</p> <p data-bbox="226 588 483 619">Module Description</p> <p data-bbox="226 628 1697 699">In this module we will explain two understanding of the word “service”: Service as process of proper functioning of a company, and service as be of service to someone or something.</p> <p data-bbox="226 743 1715 813">First part focuses on the Service Management System (SMS). SMS is an all-encompassing management system meant to bring together all aspects of organization management.</p> <p data-bbox="226 831 1715 901">The second part focuses on services already existing to help migrants (to inform the participants and maybe to give them ideas on what they can do, in their turn, to create services to help the others).</p> <p data-bbox="226 957 353 987">Objective</p> <p data-bbox="226 997 1704 1067">Give all knowledges needed to enable migrants to manage their own company and to inform participants about what is already existing to help migrants entrepreneurs.</p> <p data-bbox="226 1112 349 1142">Activities</p> <p data-bbox="226 1152 1715 1257">Working with teachers of business management area and professional whose can give concrete examples. If it is not possible to have a professional intervenor or teachers, someone who knows the field of company is accepted (retired manager...)</p> <p data-bbox="226 1265 1666 1295">And for the second part give example of service provided to migrants into Europa (organizations helping migrants).</p>	<p data-bbox="1767 852 1816 882">3-4</p>	<p data-bbox="1917 852 1966 882">6-8</p>



Expected Learning Outcomes

1. Knowledge and skills on the meanings of the term “service“
2. Knowledge and skills about the various functions of service management
3. Knowledge and skills about service management systems
4. Knowledge and skills on existing services for refugees and migrants
5. Knowledge or skills to develop services for refugees and migrants

Knowledge	Skills	Competences
<p>Examples include:</p> <ul style="list-style-type: none"> ▪ Knowledges about all existent services into enterprises; ▪ Knowledges about all different means of “service management” (SMS, informatic service management, and service management to migrant); ▪ Knowledges about organisations helping migrants in entrepreneurship area, in France and in other countries. 	<p>Examples include:</p> <ul style="list-style-type: none"> ▪ Be able to understand what is expected from them in the entrepreneurial area; ▪ Be able to create their own helping services for other migrants; ▪ Be able to explain the process of service management to someone which doesn’t know anything on service management. 	<p>Examples include:</p> <ul style="list-style-type: none"> ▪ Create a feeling of entrepreneur migrant community; ▪ Create a group able to work together.; ▪ Create motivation by being surrounded.

Assessment Methodology

Analysis of Self-Assessment through Incoming and Outgoing Learning Outcomes



Module 3	EQF (level)	Duration (hours)
<p data-bbox="226 363 1718 411">Legal and normative framework of services that support migrant populations</p> <p data-bbox="226 515 486 547">Module Description</p> <p data-bbox="226 555 1718 660">This module is fundamentally a knowledge Module, to put in place the legislation and create some team activities which reflect the values of the legal framework will enhance the option of producing and integrate Competencies (attitudes and behaviors) in the framework.</p> <p data-bbox="226 708 1648 775">The basic skills will be relegated to research, collate and present the information. How to access and how to keep updated.</p> <p data-bbox="226 823 353 855">Objective</p> <p data-bbox="226 863 1688 930">To provide the participant with the different tools and frameworks existent at a local, national and European level to work with migrants.</p> <p data-bbox="226 978 349 1010">Activities</p> <p data-bbox="226 1018 1588 1050">Collaborative research, transnational comparison and debate. Collection of resources and creation of a pool.</p>	3-4	6-8
<p data-bbox="226 1129 602 1161">Expected Learning Outcomes</p> <ol data-bbox="275 1206 1682 1390" style="list-style-type: none">1. Knowledge about what the term social enterprise means2. Knowledge of the areas in which social enterprises operate3. Knowledge about the differences in enterprise types (e.g. foundations associations, cooperatives, initiatives)4. Knowledge of authorities responsible for specific topics5. Knowledge on where to find support for legal issues		



Knowledge	Skills	Competences
<ul style="list-style-type: none">• Research of local (regional) legislation;• Research of local (regional) Agencies and Public sector;• Research of National legislation;• Research of National Agencies and Public sector;• Research of EU Legislation;• Research of EU Agencies, and Public Sector.	<p>Examples include:</p> <ul style="list-style-type: none">• Collate information : Blog, Cloud Archive ;• Update information : RSS ;• Brief and resume Information.	<p>Examples include:</p> <ul style="list-style-type: none">• Share Values implicit in the legislation.
<p>Assessment Methodology Analysis of Self-Assessment through Incoming and Outgoing Learning Outcomes</p>		



Module 4	EQF (level)	Duration (hours)
<p>Entrepreneurial skills in migrant services</p> <p>Module Description This module will introduce the basics of Entrepreneurial skills specifically in support of the delivery of migrant services. In addition, experiences should be collected through practical applications.</p> <p>General Business Competencies:</p> <ul style="list-style-type: none"> ▪ Conceptual Understanding ▪ Corporate Governance Ideas ▪ General Tasks of Entrepreneurship ▪ Process of Development and Analysis of Business Models ▪ Embedded in the Context of General Business Administration and Sustainable Business Ethics <p>This module will also develop skills in the main focuses and tools of corporate governance including:</p> <ul style="list-style-type: none"> ▪ Analysis of the entrepreneurial environment (stakeholder and shareholder analysis) ▪ Analysis of the availability of resources ▪ Capabilities of one's own organisation ▪ Setting up a control system. <p>This module will also provide insight in specific Migrant services enterprise skills and wider competences.</p> <p>Objective This module is intended to provide an overview of the basic competences needed for a successful entrepreneur, generally and specifically working in the migrant services sector. Through this module learners will learn how to build their own company and to lead it sustainably. They will also develop further knowledge about Entrepreneurship generally.</p> <p>Activities Theoretical introductions to the topic supported by inspiring Case studies and Films about Social Entrepreneurs.</p> <p>Working within a Social enterprise company to allow learners to experiment, learn, iterate and reflect and while giving them the opportunity to try out social entrepreneurship through their social action projects.</p> <p>In addition to the module, individual counseling and coaching will be advisable.</p>	<p>3-4</p>	<p>6-8</p>



Expected Learning Outcomes

1. Knowledge and skills about who is a social entrepreneur
2. Knowledge and skills to develop a business idea
3. Knowledge and skills for developing corporate strategy
4. Knowledge and skills to develop a business plan
5. Knowledge and skills to present the company to investors

Knowledge	Skills	Competences
<p>After the completion of the module, practitioners will be able to :</p> <ul style="list-style-type: none"> ▪ Know how the market can be explored and where your own business can start ▪ Know about basic methods of developing business models ▪ Can define core enterprise competencies ▪ Know about business incubators and social impact labs to gain access to workshops, coaching, mentoring and peer exchange ▪ Recognise the relevance of grant writing and fundraising fundamentals ▪ Explain basic features of the programme development ▪ Know key information on the migrant services sector and understand the key needs of migrants within their own countries ▪ List the phases of a programme evaluation 	<p>Examples include:</p> <ul style="list-style-type: none"> ▪ Develop sales and communication skills in order to emphasise the social benefits of their organisation ▪ Be able to use different communication strategies to communicate adequately with different partners ▪ Be able to build networks and collaborations ▪ Able to separate their role: between management activities and entrepreneurial/leadership position ▪ Be able to build a good team and delegate key tasks ▪ Be able to assess risks and act at own risk ▪ Be able to develop responsibility skills and in turn be confident to take responsibility 	<p>Examples include:</p> <ul style="list-style-type: none"> ▪ Be able to think systematically and recognise problems early, be sensitive to signals, trends and developments ▪ Demonstrate creativity to develop innovative solutions and ▪ Demonstrate openness to new ideas alternative solutions ▪ Be able to develop visions and see the big picture ▪ Be able to learn from mistakes to improve constantly – have high resilience ▪ Be able to seek advice and accept it ▪ Be able to make many decisions even under pressure ▪ Be able to respond flexibly and dynamically to changes ▪ Demonstrate a hands-on-mentality

Assessment Methodology

Analysis of Self-Assessment through Incoming and Outgoing Learning Outcomes



Module 5	EQF (level)	Duration (hours)
<p data-bbox="226 368 1718 469">Social Enterprise Management (management of an enterprise providing services to migrants)</p> <p data-bbox="226 512 483 544">Module Description</p> <p data-bbox="226 550 1718 614">Social Enterprise management deals with a wide range of topics and skills, this module will bring the basic necessary understanding in 4 crucial points of the managerial activity:</p> <ul data-bbox="275 624 1718 901" style="list-style-type: none"> • Human resources: How to capture nurture and provide the best Continuous professional development opportunities to your staff members, provide sufficient rotation when is needed and ensure the retention of the best talent. • Team management: Task provision, tools for tracking, best practices over ICT and communication, empowerment techniques, ownership and Values sharing. • Financial supervision: Basic understandings on accountancy, financial forecasting, provisions and cash flow balancing, scale economy, organic growth versus investment and funding. • Project Management: Project management tools. Collaboration on cloud. Schedules, calendars and Resource allocation. Evaluation cycles. <p data-bbox="226 943 353 975">Objective</p> <p data-bbox="226 981 1673 1045">This Module aims to provide the participant with the sufficient competencies, skills and knowledge to independently manage the day to day activities in a company, be able to oversee financial aspects, legal procedures and human resources.</p> <p data-bbox="226 1086 349 1118">Activities</p> <p data-bbox="226 1125 1624 1189">Working within a Social enterprise company, shadowing the manager and director whilst completing the number of tasks associated to the module.</p>	<p data-bbox="1767 742 1816 774">3-4</p>	<p data-bbox="1915 742 1964 774">6-8</p>
<p data-bbox="226 1236 602 1268">Expected Learning Outcomes</p> <ol data-bbox="275 1276 1135 1455" style="list-style-type: none"> 1. Knowledge or skills of project management techniques or tools 2. Knowledge or skills of concepts of human resource management 3. Knowledge or skills for professional development 4. Knowledge or skills in team communication 5. Knowledge or skills in collaborative cloud environments 		



Knowledge	Skills	Competences
<p>Examples include:</p> <ul style="list-style-type: none"> ▪ Understanding of Human resources Concepts and jargon. ▪ Understanding of CPD Approaches and current solutions for Learning and Development ▪ Understand the most updated best practices related with Team communications and ICT resourcing. ▪ Understand the Cloud collaborative environments. ▪ Understand Team motivation techniques and Values sharing. ▪ Understand basic elements of accountancy. ▪ Understand basic microeconomy topics : Organic growth, investment, funding. ▪ Understand a number of Project management techniques (Kaban, Agile) . ▪ Understand basic principles of Management. 	<p>Examples include:</p> <ul style="list-style-type: none"> ▪ Be able to plan and forecast Human resources needs. ▪ Be able to research and deploy relevant Tools for time tracking and task allocation. Toggl, Calendar ▪ Be able to plan and deliver a 3 year financial forecast. ▪ Be able to plan a cash flow balancing and financial needs. ▪ Be able to research and evaluate different project management tools. ▪ Be able to deploy industry standar : Trello and Basecamp. ▪ Be able to write and brief project descriptions and presentations. 	<p>Examples include:</p> <ul style="list-style-type: none"> ▪ Be able to generate captivating working environments. ▪ Express a positive nurturing attitude towards talent. ▪ Be able to generate ownership attitudes in your staff members. ▪ Express the Values of the Company in your own behaviour and Company decisions. ▪ Demonstrate capabilities of problem solving and TO DO attitudes ▪ Be able to adapt changes without producing collapses.
<p>Assessment Methodology Analysis of Self-Assessment through Incoming and Outgoing Learning Outcomes</p>		



7. List of useful resources and links in the partner countries

France

- Web page of the EMEN project (European Migrant Entrepreneurship Network) 2017-2020 - from AEIDL organization, helping migrant to build their enterprise. <https://aeidl.eu/en/projects/social-development/emen.html>
- The website link toward the EMEN website <http://emen-project.eu/>
- The European association for Information on Local Development (in French “Association Européenne pour l’Information et le Développement Local” AEIDL) main aim is to promote the emergence of a Europe based on the unified development of its territories and human resources. The Link toward AEIDL website <https://aeidl.eu/en/>
- Migrant Help Association is based in UK and organize projects and services supporting migrant in their daily life. Migrant Help was created in 1963 <https://www.migranthelpuk.org/>
- *Grdr association, organizing training of 6 months to enable migrant to create economic activities. <https://qrdr.org/L-ecole-regionale-des-projets-entrepreneurs-migrants-ERP> Unfortunately the website is not available in English, but you have a short video describing the training.*

HUNGARY

- Nonprofit Enterprise and Self-Sustainability Team (NESST) – invests in social enterprises that generate dignified jobs for people most in need. Providing tailored financing and one-on-one business development support to social entrepreneurs in emerging markets (including Hungary).
- <https://www.nesst.org/visegrad>
- Jövőkerék’s MIGBIZ project (2017-2018, funded by AMIF) – business development program for migrants <http://jovokerek.hu/migbiz/index.html>
- Subjective Values Foundation’s Entrenders Budapest project (2016-2017, supported by AMIF) – it supports young migrants who want to turn their ideas into businesses or develop their existing businesses.
- <https://szubjektiv.org/en/entrendeurs-budapest/>
- Nonprofit portal only in Hungarian, with also related legal content
- <https://www.nonprofit.hu/>

UK

- <http://intercultural.org/training-and-assessment-tools.html>