



Pilot Fast Track Network Phase II  
www.urbact.eu/mile

Project Newsletter

Issue 1

Edited by the City of Venice

### Summary

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### Regions for Economic Change and fast track projects

Regions for Economic Change (RFEC) is a new element to the 2007-2013 funding programmes proposed by the European Commission. This new element aims to allow cities and regions to work more closely on questions of economic modernisation and Lisbon and Gothenburg Agenda. Regions for Economic change will be dedicated to discovering best practice in economic modernisation in particular in relation to projects clearly contributing to Union's jobs and growth agenda.

One tool to be used as part of this new initiative are the Fast Track Networks (FTN) which aim to bring cities and regions together to exchange and develop projects to be financed by the operational programmes. The main Fast Track Networks is financed from the URBACT 2007-2013 programme, however, In order to link the work undertaken within URBACT 2002-2006 and the new programme for the period 2007-2013 it has been proposed that an initial pilot phase using URBACT 2002-2006 funding be launched.

The City of Venice (IT) and the City of Greater Lyon (FR) have presented to the URBACT Secretariat, a pilot Fast Track Network. Venice on the theme of managing migrations at local level called MILE, and Greater Lyon on Urban, social, economic and cultural regeneration of deprived urban areas of agglomeration called URBAMECO.

The Mile project has received funding from ERDF within the URBACT Programme



The specificity of this kind of projects is that the preparatory phase (phase 1, for the exchange and capitalisation elements of the project ended on 30/10/2007) is funded under URBACT I and the operational phase (phase 2, for a duration of 18 months to be concluded on 05/05/2009) under URBACT II. This implies that, for each phase of the Pilot FTN, there will be a specific set of outputs to be produced.

MILE Project Data	
Lead Partner	City of Venice
Title of Pilot Fast Track	Managing migration and Integration at local LEvel - Cities and Regions
Main Theme	Migration and integration
Partnership	10 Cities and Managing Authority, working together as a pair
Duration Preparatory Phase1	from 30/04/2007 to 30/10/2007
Total Cost Phase1	132.660,00
Total grant	86.230,00
Duration operational Phase2	from 05/11/2007 to 05/05/2009
Total Cost	617.463,06
Total Grant	464.712,14

### Aims and objectives Phase II

Mile establishes a thematic partnership network of 10 Cities and its Managing Authorities, based on the need to develop an integrated exchange programme relating to the theme of "Managing migration and Integration at local LEvel - Cities and Regions (MILE)".

The project has the overall aim of assisting the partnership to agree a programme of action to present for the operational phase of the FTN proposal and facilitating transfer of actions/ideas which actively address and improve practice in relation to the issues of migration and integration within their regional operational programmes.

The overall goal of the project will be to assist partner cities to develop and identify good practice project proposals for possible funding from ERDF, ESF or other EU or National sources of funding.

The Mile project has received funding from ERDF within the URBACT Programme



The project proposals will address and develop the three following agreed sub-themes:

- Enterprise development
- Active inclusion in the labour market
- Access to services and intercultural dialogue

The representative of the partner city should be a practitioner committed to the work of the network. The representative of the Managing Authority should be a person responsible for the follow-up of actions in the regional programmes.

Thanks to the Udiex-Alep ([www.urbact.eu/udiex](http://www.urbact.eu/udiex)) experience led by the City of Venice within the Urbact I programme, MILE will use an Action Learning Methodology that is:

- inherently based on ensuring that the personal and social capital that participants bring will form part of the exchange and learning process.
- an organisational, problem-solving technique
- a technique which encourages participants to learn with and from each other, in pursuit of the solutions to real-life, work-related problems.
- It uses problem-solving as a means towards both individual and organisational change.

The methodology aims to achieve two key goals:

- Maximise impact at a local level and ensure that the eventual local project proposals have wide ownership
- Facilitate the effective transnational exchange of experience and learning

## Project Partnership

1. Venice / Veneto (IT)
2. Charlois / Rotterdam (NL)
3. Vantaa / Uusimaa (FI)
4. Turin / Piedmont (IT)
5. Timisoara / Ministry of Development (RO)
6. Komotini / Macedonia and Trace (GR)
7. Sevilla / Andalucia (SP)
8. Amadora / Region of Lisbon (PT)
9. Nea Alikarnassos / Crete (GR)
10. Herrera de los Navaros / Aragon (SP)

### First Workshop and Exchange Mile Meeting: Amadora 26/29 February 2008

The first transnational workshop took place on the 26-29th of February in Amadora (Portugal).



The workshop focused on the theme of “Enterprise development for ethnic minorities” and will deal with the issues of access to Financial and non-financial support for enterprise development, boosting the enterprise culture and measures for the access of ethnic enterprises to wider markets.

The objective of the workshop will be for partners to reflect on key issues in relation to these themes and to start elaborating action plans to address these issues and assess the eligibility of the action plans for ESF and ERDF funds.

Following a welcome speech from the Mayor of Amadora Joaquim Moreira Raposo to the Mile workshop participants:



Dear participant in MILE peer Workshop on Immigrant Entrepreneurship:



Amadora is a young challenging city that was created in 1979, just a few years after the Portuguese democratic revolution in 1974. Situated in the very heart of Lisbon its urban history is the history of the urban development of the Greater Lisbon Metropolitan Area as well as the regions' transportation, communications and industry development along the 20<sup>th</sup> century.

Therefore, Amadora has historically become one gateway to Lisbon for migrant people. First, from the Portuguese countryside, until the decade of 1960/70. Then from the former Portuguese colonies in Africa. Finally from Eastern European countries. As a result, Amadora resident population increased from 1,900 Inhab. in 1900 up to 171,000 Inhab. in 2001.

This urban and social pressure stresses the territory and challenges local government to tackle social problems and take advantage of the enormous opportunity it also represents.

Welcoming and integration policies are in the Municipal Agenda as one of our top priorities. Therefore, it is with great will and expectation that Amadora participates in MILE project under the framework of URBACT II Pilot Fast Track Projects.

On behalf of the Council I welcome all partner cities and wish us all a proficuous group work. May the result of our efforts become a real contribution to the well being of all our new comers!

Yours sincerely,  
Joaquim Moreira Raposo  
Presidente da Câmara

### **Brief summary of the workshop**

The first MILE Peer Review on the "Enterprise Development for ethnic minorities" took place in AMADORA- the municipality in the suburbs of Lisbon, where the concentration of migrants is one of the biggest ones in Portugal. Two and half days of work (26 – 29 February) which managed to bring together the knowledge and expertise from different horizons and fields.



- The community action in the field. The workshop started on Tuesday afternoon by visiting the disadvantaged areas where the "immigration" problems arise to the local most urgent priorities. The Social Shop at Estrada Militar and the Geração project in Boba are excellent examples of the fruitful cooperation between the local community, municipal, national and European policy and private foundations involved in the social equality actions.

- Interesting and innovative case studies from Mile partners and other European organisations involved in the enterprise development. Most of Mile partners have brought to the workshop their local experience in dealing with very particular problems and most of them can easily be copied by other partners in dealing with similar situations. Moreover, two external case studies: COPIE- proposing a tool for the assessment of the existing situation in terms of entrepreneurship promotion, and TACTIX – offering an interactive game developing the entrepreneurial skills within the most disadvantaged social groups, have generated real interest of the majority of partners.

- The European approach and perspectives for the further policy development on the urban issues were presented by Marika Sanders, the member of DG Regio. In order to underline the feasibility of the implementation of good ideas and the practical involvement of the European Union in the issue of the immigrant entrepreneurship, different possibilities of European founding for the "Enterprise development for ethnic minorities" were presented by the thematic expert. Jean –Loup Drubigny, Director of URBACT secretariat has also underlined the importance of Managing Authorities participation in the Fast Track



projects and their crucial role in determining new ways of tackling inequalities in Europe.



- Example of the involvement of local policy in “enterprise Development” by hosting the official launch of the new municipal programme for the social enterprise. The event took place on the last day of the workshop and brought a large public of Portuguese and Migrants entrepreneurs, who made

some important and practical contributions to the general brainstorming.

- Working groups. In order to bring together different visions and to deeper some delicate issues the workshop participants have been divided in three groups to analyse and discuss the following issues:

- ✓ Measures to access financial and non-financial support for enterprise development
- ✓ Measures to stimulate the enterprise culture
- ✓ Measures to access wider markets

Finally, in order to capitalize the fresh outcomes of the workshop, each partner has drafted a potential action plan which will be implemented by the Local Action Learning Sets.

The intensity of the workshop has not always allowed all the partners to express themselves on the general forum, but fortunately the common dinners with local specialities were an excellent opportunity to achieve unfinished discussion or develop synthesised interventions.

All the presentation and workshop working document are available on the Mile <http://urbact.eu/projects/mile/events.html>

By *Karolina Rachwal, QeC-ERAN*



### **Brief summary of the 3 parallel working groups**

#### **WG1: Measures to access Financial and non-financial support for enterprise development**

Facilitator: Peter Ramsden

There is a low level of awareness by migrant and ethnic minority businesses of what is available and what support is offered, either generally or support that is targeted for them. The vast majority of support organisations/services do not have any special arrangements for migrant and ethnic minority entrepreneurs. Access to finance, for start up and for business development is one of the major problems faced by entrepreneurs from these groups and contributes to an over-concentration of migrant and ethnic minority businesses in low entry threshold activities.

#### **Introduction**

The workshop started off with a round table of introductions where participants also said what they were currently doing on supporting migrant entrepreneurs.

#### **How to draw migrant and ethnic minority entrepreneurs into mainstream and specific support programmes**



The workshop discussed different outreach techniques. They explored the concept of outreach as the need to go out to people rather than expecting them to come into offices that may seem official and bureaucratic. The question of to what extent specific services should be provided was explored. In Italy an introductory session on

enterprise would always be held for a mixed group. This might be different in other Member States where, for example there were specific language needs. The issues around engaging Muslim women, for example those from Bangladesh were raised. Despite differences in approach there was a widespread view that it was insufficient to open an advice office and just wait for the clients to come. There might be some value in co-locating certain types of offices in buildings



which migrants already visited (for example for registration purposes), although this might also raise difficulties. Proactive approaches were important to engage clients – the Danish model of outreach from a central office (project led by EVU) was explored and compared with the more controversial 'embedded' model developed by SIED and ACBBA in the UK. It was pointed out that even in the ACBBA model the advisers often worked with a variety of groups – an Iranian born adviser in North London had been working with a wide range of migrant communities, few of whom were Iranian (who tended to be more advantaged and have University education). One result of this specific approach had been the dramatic increase in the number of advisers with a migrant background. This had not been possible through conventional means.

The problems in Member States with stiff regulatory environments for enterprise were discussed. In Portugal this was a real barrier and had the effect of driving people into informality because even to become a hairdresser you had to have the required qualification. There was a need to develop services that for example helped the aspirant entrepreneur to certify their existing training and skills.

How to enhance financial support services to meet the needs of diverse groups

#### 1. Welfare

The group discussed the full range of finance services from those offered by the state through various welfare schemes that target the self employed. The group explored the use of 'welfare bridges' and also started to look at micro finance. For the Welfare Bridge the question that many migrants are not legally entitled to work as self-employed was raised. This applies to many asylum seekers and also to people that enter with certain types of work permit. They were likely to drift into informality.

Some Member states had very generous schemes to encourage people to leave welfare benefits. Germany allowed benefits to be capitalised (up to 12 months worth of benefits are brought forward as a lump sum). For the cities these are areas of competence that are led by the Member States and may not therefore be amenable to alteration. Where the welfare bridge was not properly organised there was a risk that people would start trading informally and keep their benefits. This exposed them to risk of being prosecuted for fraud and losing benefits. The Irish model (applicable to long term unemployed) was mentioned. In Ireland there is a benefits taper that lasts for three years. The amount of benefit declines in 25% increments each year so that by the fourth year there is no

benefit. During the first three years the claimant can return to full time benefit if their business venture fails and also carries on receiving 'passport benefits' such as free school meals and housing allowances. This makes it easier to build up a sustainable enterprise as not all the living costs are being met at the outset.

#### 2. Microfinance (also known as microcredit)

The second area of discussion was micro credit or microfinance. This has been a great success in many of the home countries of migrants (e.g. Grameen bank in Bangladesh lending mostly to women) and in many parts of Africa and the former Yugoslavia (Bosnia has the most microfinance loans per capita in Europe). So far except in France microfinance had been slow to build up in scale. Sustainability was very important for micro finance institutions and this could be achieved by lending at scale. Grameen makes 7 million micro loans per year. Some of the Bosnian operators make more than 20,000 (a huge number by European standards). Adie in France currently has 18,000 live loans around a third of which are to migrants. The key thing with micro finance was to explore at city level what types of provision was already being used by migrants and what other providers were out there. Small scale under sized micro finance institutions were doomed to failure or would never reach acceptable levels of sustainability. The type of micro finance that was possible varied in member States because of laws about usury and also about who could make loans. Whereas in much of northern Europe it was possible for an NGO to make a loan, this was illegal in for example Portugal and Germany. It had just been made possible in France. Previously ADIE and the other MFIs had 'packaged' the loans for the banks by helping the applicant to prepare a business plan and by finding innovative ways to mitigate the risk.

World wide experience had shown that a margin of at least 5-10% over the base rate was needed to help institutions to become sustainable. Grameen in Bangladesh charges between 15 and 20% depending on base rate. European experience varies but interest rates of 10-20% are common. Experience had shown that for the client access to capital was more important than price especially when the amount borrowed was small. Interest rates are relative. The UK for example has door step lenders employed by the Provident and others making personal loans at an annual percentage rate (APR) of 250%. Many businesses also use credit cards to finance their early purchases and here the rate would be over 20% once free periods had expired. Cities should avoid schemes that subsidise the interest rate or provide interest free finance as these tended to destroy the market for the real micro finance institutions.



They should also be wary of becoming lenders themselves but should either support existing providers to become more active in their areas or work to set up arms-length MFIs that could operate in a more private sector fashion (normally with a social enterprise style registration such as a financial cooperative, company limited by guarantee or other form of enterprise that does not distribute profits to shareholders).

### 3. Family and friends

It was pointed out that most migrant enterprises were supported by the alliance of 'family and friends' which was also true for host community start ups. Migrant communities often mobilised considerable resources from Diaspora sources (for example Somalis can raise money from within the 'clan' and may do so from Canada, Kenya, Holland etc. ) Money flows within communities were very important with huge amounts being sent back from European migrants to family members in their country of origin. There could also be linkage with businesses in home countries for buying wholesale produce. There were problems with family and friends finance –especially if the business failed and the entrepreneur is unable to pay back.

### 4. The banks

The banks play a key role in allowing migrants to open bank accounts and to obtain credit. Rules for money laundering had made it difficult for many migrants who might not have adequate paperwork to open accounts. This could also drive people to operate in the cash and informal economy. Cities could negotiate with banks over ensuring fair treatment of minorities and could also play a role in providing guarantee funds. There may be a need for advisers to assist migrant entrepreneurs to get their paper work in order before approaching a bank. This is especially important where loans are being requested.

In the USA the Community Reinvestment Acts have sought to ensure disclosure of bank lending for mortgages and enterprise in low income neighbourhoods (euphemism for black and Hispanic) and banks have to publish data on their lending by census tract area to demonstrate that they are fair lenders. Cities could undertake research to find out whether the banks were lending fairly to migrants and also to explore barriers.

### How to enhance the competence of business advisers

Two levels were discussed briefly here. The first was the approach of making sure that advisers were trained and qualified. The second was the idea of certifying the schemes that advisers deliver. In a fully evolved system both

approaches were useful. In most Member States there were few migrant or ethnic minority business advisers and this was something that cities could address.

There is a real need to develop skills in intercultural understanding. Most advice services are not strong on this part and tend to be delivered by members of the host community who 'think' they understand specific issues in different migrant communities. There are training and accreditation programmes that have been developed (for example Small Firms Enterprise Development Initiative or SFEDI in UK under the Equal programme) which take into account issues about culture and gender in delivering advice services.

The Prowess Flagship award measures whether advice services are 'women friendly' and as part of a more general assessment of quality also examines the proportion women advisers. Prowess does not require that women are seen by a woman adviser but that a minimum proportion of advisers (30%) are women and that other measures have been put in place to cater for the needs of women (e.g. childcare, opening times, training of advisers etc). A similar approach could perhaps be applied to business advice for migrant communities to ensure that schemes were 'migrant friendly'. The flagship award is made after careful assessment of the quality of the scheme by an accredited consultant appointed by scheme being assessed. Similar requirements on staffing would mean that there are people from ethnic groups working in the advisory service and not that any particular client would be seen by someone from their own group. This is a very controversial area. What was clear in the discussion was that there was a big range of experience between the Member states.

The workshop ran out of time to discuss the question of quality in detail. Clearly it links to issues around recruitment and training of advisers. In the past many advisers came from banking and managerial backgrounds and had not themselves ever been entrepreneurs involved in setting up a business.

### Conclusion: the checkout

The meeting ended with a 'checkout' in which each participant discussed one idea that they would take away from the meeting. This was one of the liveliest parts of the meeting and nearly all participants came up with one action or thought that they planned to take away with them from the meeting and many planned to do something back in their home city as a result of the debate. It was clear that the Amadora meeting had stimulated a lot of thinking about how to address issues of migrant entrepreneurship.



## WG2: Measures to stimulate the enterprise culture

Facilitator: Janice Sandwell

While certain ethnic/migrant groups have an extremely strong tradition of entrepreneurship, they face obstacles that may discourage them from becoming entrepreneurs. On the other hand, some target groups may have little tradition of entrepreneurship and the challenge becomes that of developing strategies for changing the "mindsets" and creating the necessary conditions for opening up entrepreneurship to a far wider public.

Questions and answers: notes

What can be done to build a more favourable entrepreneurial culture?



Policy – coming top down.

Funding

Language – use of the right language to attract interest – not just mother tongue but the way in which the message is delivered. Using the right tone, the right words to engage people is vital. Different tones for different groups, different words for different groups. By listening to the right people in each group you can create the

correct method of reaching your target group.

Change mindsets- create can do culture instead of can't do.

Sustainability- lots of programmes to encourage people into business but what happens afterwards?

Mentoring – motivational and encouraging role

Personal skills – attitude, creativity, relationships and organisation. All help to make better prepared people and businesses.

Encourage those who are in low paid informal work to work together to create a community business

Schools –develop personal skills to help facilitate enterprise skills later on.

Get to know your local referral agencies and spend some time building relationships with other community, voluntary organisations and associations in the area you want to target – it will be time well spent and will instill confidence and trust with the people you want to reach.

What conditions need to be created to make entrepreneurship more accessible to ethnic entrepreneurs?

Find a way of creating awareness of mainstream services and customise them to encourage minorities to access them

Use of outreach workers addresses the issue of lack of trust/confidence. Train local people who are trusted in the community to deliver this service.

Advertise your programme in the right way – use local organisations to spread the word, use the right publications to reach your intended groups – don't rely on one method reaching everybody.

Work with other support organisations to spread the word – it can be more effective than other methods.

Access to funding and micro finance

Help establish legal status – sort out work permits

Locate those who have the entrepreneurial spirit- eg. some groups have much more of a predisposition to business- and work with them – enterprise is not for everyone.

Encourage and stimulate those who have it and identify their passions to build on them

Motivate those who don't go to school to look at vocational options including enterprise

Work with employment offices as migrants go there to access work. Train advisers to identify possible entrepreneurs and signpost them to relevant help. We could also look at health services and social services to offer same service.

Look at other training methods eg. Art, music, dance, peer learning.

What measures could be taken to encourage ethnic/migrant women and young people into entrepreneurship?

More childcare and also help with those who care for adults.

Make childcare local to area and run by local people

How about using primary schools – extending them to offer service as they are all in local and in centres of communities?

Investigate more lifestyle businesses that can be run from home maybe on a part time basis while caring for children or adults.

Use role models – local people who have made good either from starting up a successful business or by going onto further training and accessing other work.

Educate both women and their partners as partners quite often put an embargo on their wives, partners going into business and see it as a threat to the family.



### WG3: Measures to access wider markets

Facilitator: Haroon Saad

Access to market and lack of marketing skills are important problems facing ethnic minority/migrant entrepreneurs. A focus on specialty products and services for clients from own ethnic group can be a niche market but at the same time create barriers for break out strategies in terms of new opportunities to expand the business and to open to new and non-traditional markets.

#### Break out strategies Workshop

##### Introduction-The Problem

Focus on a limited market can pose a serious threat to the future of many ethnic minority firms. Normally these firms start with a focus on clients from their own ethnic group, with traditional products, services and communication. Often these



firms are established in areas where many people from the same community live. After a while a number of ethnic entrepreneurs seek to expand their market domain by offering products and services for a broader group of clients, outside their own ethnic group. A number of them succeed and thus takes their firms to a next development stage. A number of them do not succeed in this

breaking out strategy and are therefore left to the commercial constraints of their own limited group.

##### Specific situation of ethnic minority entrepreneurs

Break out strategy in ethnic entrepreneurship can be defined as a strategy to get away from the situation in which own ethnic groups dominate the factors such as capital, clients and employees. These critical aspects of break out strategies refer to the special relationships between ethnic entrepreneurs and their ethnic niches in terms of business motivation, labour and capital conditions and customer relationships.

**Business motivation.** The motives for ethnic entrepreneurship are to be found largely in the challenges imposed by their less favoured position. Social exclusion, discrimination, high levels of unemployment and cultural factors push an increasing number of immigrants towards entrepreneurship. They usually set up their business in those sectors where informal production would give them a competitive advantage. Social networks comprising the community and the family play a major role in the operation of ethnic enterprises. The traditional business strategies may give the impression of a 'safe haven', but do not create promising opportunities for economic expansion of the firms concerned. One may expect that promising ethnic business perspectives can be found in niches outside traditional sectors. The older generation of migrants tends to be more oriented towards traditional sectors serving the needs of their own ethnic groups. The younger generation is more open and looks for new opportunities outside the traditional markets. They often have more experience with non-ethnic situations.

**Labour and capital conditions.** Social networks comprise one of the critical ethnic related attributes and structures that may give a potential comparative advantage in the undertaking of a new economic activity. These social networks are multi-faceted: they provide flexible and efficient possibilities for the recruitment of personnel and the acquisition of capital. In general, ethnic businesses rely heavily on labour from the co-ethnic group and the family more specifically.

**Customer relationships.** In the context of kinship relationships and social bonds it seems plausible that there are special connections between ethnic-minority business firms and their co-ethnic customers. Several studies refer to an intra-cluster ethnic loyalty, while highly intensive communication behaviour within the ethnic community offers potential competitive advantages for ethnic firms. Therefore, socio-cultural bonds appear to create a more than average loyalty between ethnic firms and their clients. Ethnic culture seems to create specific customer relationships. Although the own ethnic group offers the entrepreneurs certain advantages in terms of customer loyalty it seems that this focus makes them vulnerable and withholds opportunities for expansion. So there is a paradox concerning ethnic minority entrepreneurs and their ethnic group: both strength and weakness, but in the end it seems to be a life threatening weakness for many ethnic firms.



### The way forward

Ethnic characteristics, in other words, ethnic niches and networks in support of ethnic entrepreneurship offer a comparative advantage for ethnic enterprises. However, this comparative advantage may also create some barriers for break out strategies in terms of new opportunities to expand the business and to open to new and non-traditional markets. The phenomenon of break out strategies shows us a multi-faceted phenomenon. This phenomenon is concerning a focus on supply of capital, labour and information as well as the market and marketing strategies. The success in break out strategies can be achieved by some crucial changes such as more formal business planning, different marketing mix and other orientation on information sources. In order to implement a breaking out strategy the marketing mix should be reconsidered. Common elements in this marketing mix are: products (or services or assortment), people (employees and entrepreneurs), place (e.g. outlet), promotion (or communication) and prices (especially price level). In order to develop a break out strategy changes in products, people, place, promotion and prices should be envisaged.

On the other hand, the experience of the three entrepreneurs from Amadora also raised the issue of being dependent on "middle-organisations" who controlled access to certain areas of work (building, electricity and gas services). These organisations had easier access to large scale contracts and then "controlled" access for work for ethnic minority sub-contractors and also controlled price, which made financial viability always difficult for the ethnic minority entrepreneurs operating in these sectors. In a sense these arrangements kept ethnic entrepreneurs marginalised and to a certain extent more unable to break out from the informal sector.

### Next meetings foreseen by the project

During the first Steering Group meeting of the second phase of Mile project, dates for the next scoping and exchange workshops have been scheduled. A proposal of date – July 8/11 - has been done for the second workshop focusing on Active inclusion in the labour market, but the host city still need to be defined. Concerning the third sub-theme on Access to services and intercultural dialogue, a candidature has been done previously by the City of Timisoara, tha has been formally confirmed after the Amadora workshop . Date need to be decided.

The table below summarised the meetings schedule, including the Steering Group meetings:

FIRST ACTION LEARNING SET				
meeting	theme	Host city	arrival	departure
Scoping and exchange workshop	Enterprise development	Amadora	February, Tuesday 26	February, Friday 29
Action Learning workshop presentation		Brussels	June, Sunday 15	June, Tuesday 17
Second Steering Group Meeting		Brussels	June, Monday 16	June, Tuesday 17 or Wednesday 18
SECOND ACTION LEARNING SET				
Scoping and exchange workshop	Active inclusion in the labour market	TO BE DECIDED	July, Tuesday 8	July, Friday 11
Action Learning workshop presentation		Brussels	October, Wednesday 29	October, Friday 31
THIRD ACTION LEARNING SET				
Scoping and exchange workshop	Access to services and intercultural dialogue	Timisoara	December, Wednesday 10	December, Saturday 13
Action Learning workshop presentation		Brussels	TO BE DECIDED	TO BE DECIDED
Third Steering Group Meeting		Brussels	TO BE DECIDED	TO BE DECIDED



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## Other interesting extra project meetings for Mile partners

### Region for economic change

#### Sharing Excellence

Brussels 25/26 February

The [conference](#) aimed to facilitate the exchange of good practices for pursuing the implementation of the Lisbon strategy at regional level through cohesion instruments. In particular, the event will showcase examples of good practice and governance in European regional policy.

In nine workshops, experts will debate strategies, experiences and projects around the process of cooperation and learning, in order to provide partners with practical examples of how they can cooperate and learn from one another as they start to implement the 2007-2013 programmes.

The city of Venice and the Piedmont Region have been invited to present the lesson learned from Mile Pilot Project. Presentations are available on the Mile web site.

### The EC and Enterprise development for migrants

#### European conference: entrepreneurial diversity in a unified Europe- migrant entrepreneurship/ethnic minority entrepreneurship

Conference organised by the Enterprise and Industry Directorate-General

5 March 2008, Brussels

[http://ec.europa.eu/enterprise/entrepreneurship/support\\_measures/migrant/conf2008.htm](http://ec.europa.eu/enterprise/entrepreneurship/support_measures/migrant/conf2008.htm)

