



Report on Policy Roundtable

“Inclusive Entrepreneurship”

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1. Executive summary

The present roundtable was held on March the 12th, 2018 in Lisbon, at the Economics and Management School from U. Lisboa. The aim of the workshop was to discuss some of the reforms oriented towards inclusive entrepreneurship that emerged from the research developed within the FIRES Project. The panel included reputed academics, entrepreneurs, and policy makers.

Some of the key ideas generated and discussed at the workshop can be summarized as follows: (i) self-employment is a relevant occupation for individuals even if entrepreneurs are not employers (creating other jobs); (ii) it is important to alleviate the effects of unemployment, to prolong individuals working life if they are willing to, and to guarantee the existence of meaningful modes of occupation with monetary and non-monetary rewards; (iii) knowledge acquisition should be promoted throughout individuals lives so that it can be viewed as an asset rather than a liability (human capital depreciation).

2. Inclusive Entrepreneurship

The present roundtable was held on March the 12th, 2018 in Lisbon, at the Economics and Management School from U. Lisboa – Portugal. The aim of the workshop was to discuss some of the reforms oriented towards inclusive entrepreneurship that emerged from the research developed within the FIRES Project. Within the context of the roundtable inclusive entrepreneurship translates into the dynamics of firm creation and development by groups that constitute a minority in society and/or underrepresented in entrepreneurship; for example: woman, immigrants and/or older individuals.

There is a general conviction among policy-makers and academics that individuals should be able to play active roles in society until later in life through, for example, a new or extended career for those workers who desire or need to remain engaged in the labor market (Cahill, Giandrea, & Quinn, 2006; Curran & Blackburn, 2001). However, effective policies, designed to foster both active ageing and older individuals' connection to the labor market, are still needed (Foster & Walker, 2014; Kulik, Ryan, Harper, & George, 2004; Walker, 2008).

The panel included reputed academics, entrepreneurs, and policy makers, as described in Section 3 of the present report (*Participants and Initiatives*). The event was organized into two parts. First, all the participants presented information on their own concerns, ideas, research findings, projects, firms, organizations and policymaking activities – as described in Section 4 (*Participants' Key Concerns and Experiences*). Second, the group discussed the main topics that emerged from the presentations and, whenever possible, established a connection with specific knowledge and recommendations produced at the FIRES Project. The key discussion topics revolve around (i) Tax Breaks for Informal Finance; (ii) Special Programs for Special Groups; (iii) Open Digital Platforms; (iv) Welcome Entrepreneurial Migrants; (v) An Entrepreneurial Educational System; Inclusive Social Security and Mobility – as discussed in Section 5 of this report (*Policy Discussion and Recommendations*).

3.Participants and Initiatives

Name	Organization / Position / Brief description
Alexandra Rebelo	Santa Casa da Misericórdia de Lisboa Responsible for a project supporting intergenerational entrepreneurship. http://uaw.unitedatwork.eu/
Arabela Fabre	Project Empreender 45-60 Project Manager of the project <i>Empreender 45-60</i> (entrepreneurship as an option for older unemployed individuals). https://empreender4560.pt
Bernardino Gomes	BG2e – Engineering to Efficiency Senior entrepreneur with previous experience as an engineer who have experienced unemployment before creating of his own business
Camila Rodrigues	Mulheres à obra Social Entrepreneur; created a facebook group with +50000 subscribers (women only) supporting business start-up among women. http://www.mulheresaobra.pt
Catarina Reis de Oliveira	Observatório das Migrações Director of the Observatory for Migration http://www.acm.gov.pt/-/observatorio-das-migracoes
Catarina Seco Matos	U. Lisboa; FIRES Portugal Phd, researcher on senior entrepreneurship. FIRES team member.
Dalila Pinto de Almeida	DPA Consultoria Female senior entrepreneur; previous experience as a consultant. Started her own company in the consultancy industry.
Francisca Gorjão Henriques	Associação Pão a Pão Female senior entrepreneur. Being worried about the situation of the Sirian refugees was the steppingstone to the creation of a sirian restaurant in Lisbon
Friederike Welter	IfM Bonn/ U.Siegen (Germany) Professor and researcher in the field of entrepreneurship, special interest and research on female entrepreneurship and public policy.
João Pedro Nobre	Institute of Employment and Vocational Training (IEFP) Senior officer in the Institute of Employment and Vocational Training (IEFP). https://www.iefp.pt
Lurdes Morais	Project Empreender 45-60 Project developer and manager of the project <i>Empreender 45-60</i> . https://empreender4560.pt
Mark Sanders	U. Utrecht (The Netherlands); FIRES Coordination Professor and researcher in the field of entrepreneurship. Coordinator of the FIRES project.
Miguel Amaral	U. Lisboa; FIRES Portugal University Professor and researcher in the field of entrepreneurship. FIRES team member.
Ricardo Pinheiro Alves	Gabinete de Estratégia e Estudos (Office for Strategy and Studies) - Ministry of Economy (Portugal) Director of the Research Office of the Portuguese Ministry of the Economy and Professor at UE-IADE, Lisbon. http://www.gee.gov.pt/en/
Teemu Kautonen	Aalto University, Finland Professor and researcher in the field of entrepreneurship, special interest and research on senior entrepreneurship.
Teresa Paiva	Instituto Politécnico da Guarda; Project Empreender 45-60 Professor at <i>Instituto Politécnico da Guarda</i> . Researcher of the project <i>Empreender 45-60</i> . https://empreender4560.pt

4.Participants’ Key Concerns and Experiences

The present section describes participants' key concerns and experiences. While in some cases a summary of the main activities is provided, in other cases, when available, direct citations are included. A number of highlights are presented for each participant.

Alexandra Rebelo – Santa Casa da Misericórdia de Lisboa

Fostering Intergenerational Entrepreneurship Project under the brand UAW - *United At Work*, is a social experimentation project co-funded by the European Commission (EC) Progress Program. The project was selected out of 128 applications, with a high percentage of co-financing (85%). The project was developed from October 2013 to October 2015, with dissemination of results by the end of 2015 and it ended in June 2016. UAW - *United At Work* project was supported by five partners, two international organizations, seven strategic partners and one external evaluator. The Commission considered very interesting to address the unemployment of young and old people through a joint (younger and older individuals) creation of new companies, envisioning intergenerational entrepreneurship. The project was designed as an experiment to test the extent to which the association between young and seniors unemployed individuals can facilitate the creation of new intergenerational enterprises, promoting self-employment and fostering active integration of young and old. Information available at <http://uaw.unitedatwork.eu/>

The report from the "EU Program for Employment and Social Innovation (EaSI)", stresses UAW as a relevant project in the area of protection and social inclusion.

Highlights:

- There were 19 projects and 40 entrepreneurs. In the end only two initiatives survived; however the promoters believe that success metrics for these type of projects are not connected with quantity but with the possibility to experimente new models
- Although only few survived until the end of the program, most of the individuals enrolled found a job in the labour market as paid-employees. This was considered an important indirect effect from the program.
- The 2 years timeframe for developing the project was considered too long
- Future programs should promote competition between participants

Camila Rodrigues - Mulheres à obra

Two mothers started a facebook group – Mulheres à obra – because they felt the need of supporting other mothers in starting their own businesses. The civic community /social movement has now more than 50.000 members and it emerged as a bottom up project .

“We do not use business plans; we argue that the development should be spontaneous, horizontal. We are a social but for-profit project in the sense that want to make money to become sustainable.”

Highlights:

- Bottom up initiatives are important to stimulate female entrepreneurship.
- The founders of the group see themselves as entrepreneurs and activists (feminists)

- The group believes that supporting its members should go beyond starting-up a firm. Employment is also important. In some cases starting a company is not the optimal or adequate solution.

Francisca Gorjão Henriques - Associação Pão a Pão

“Pão a Pão” is an Association, led by Francisca Gorjão Henriques, which focused on the integration of Middle East refugees. The main actors involved are women and men who did not finish their studies and had to leave their country of origin because of the war.

Bottom-up initiative: *“We wanted to do a restaurant. We tested the idea in December 2017 with some dinners to see how the team worked and the Portuguese only for groups bigger than 15. We started promoted on facebook and then each time we had more than 100 reservations. It was crazy. They were totally surprised”.*

Highlights:

- Bottom-up initiative which had the support of the Lisbon Municipality (*“the Municipality has the responsibility to invest because it was a project that gives an answer to a specific problem”*).
- These types of initiatives can stimulate policymaking. (*“We do not have policies to employ refugees. We are answering their specific needs”*).
- Job generation: after 18 months the project employed 15 refugees and 2 native (Portuguese) individuals.
- Social inclusion: Apart from the earnings and individuals’ financial sustainability the project generated social inclusion. For refugees, more than having a wage, being employed allows them to integrate in society (*“jobs for more people even if we earn less”*).

Dalila Pinto de Almeida – DPA Consulting

Dalila, a senior entrepreneur (65 years old) had specific motivations to start a business, such as: need for fulfilment, freedom, creativity; capitalization of experience; less constraints. (*“It was a combination between being fired and what I wanted. It was natural. At that time I was 56 years (now I am 60), full on energy to work and deal with bureaucracy. In Portugal it looks very easy to start a company but then it is not that easy”*).

Financial help from IEFP was important and the process went smoothly. There is flexibility involved in the way occupational choice develops. The type of entrepreneurial initiative connects with the founder motivations and goals, but eventually also with the type of support provided. (*“Since the beginning I decided not to have any employees, I am a kind of self-employee but I have tailored teams according to the projects I have. So I have been managing teams from 3 to 5 elements according to the projects”*).

Importance of human capital and technical supporting services: *“My way to overcome the obstacles are: having an excellent and objective mentor (my husband who works in the corporate business development), an excellent accountant (...) very good technological support. I joined the “mastermind*

group” (a group of people from different backgrounds and businesses) and we meet monthly to discuss strategy and business opportunities. The best thing in this group is the possibility to obtain feedback without judging or being judged. Permanent training and networking are very important. I am always looking for new tools to offer to my clients. I like attending business lunches and events that apparently have nothing related with my business because I want to be connected with the future. I belong to a university based in Amsterdam where I work as a leadership coach. I try to be always connected to young people.”

Highlights:

- Self-employed can be viewed as a voluntary/involuntary phenomenon. Many individuals prefer to start a company and face uncertainty than remaining in paid-employment with frustration and dissatisfaction.
- Importance of mentoring, access to technical and specialized services, continuous training and investment in human and social capital among older individuals.
- Human capital accumulated over individuals life needs to be continuously improved and “recycled” otherwise can easily depreciate.

Bernardino Gomes – BG2e

Bernardino is an engineer and after many years working for the same one company, he was fired due to a business restructuring. At the age of 55, he thought that his unique opportunity would be to start his own business based on the knowledge he had accumulated during his working life. His experience with employment centre was not, against what he expected, a supportive one. Nevertheless, after some time trying to start a business, he did it, even without the support of the employment centre. He started a firm in the sector of energy efficiency.

Lack of support and attention from the institutions: *“When you are, as I was, really upset, worried, depressed about my new life condition as unemployed, we would expect some kind of support or at least a comforting word or understanding from IIEFP (Portuguese Employment Institute). But forget it, this is expecting too much”.*

Rigid procedures: I tried to explain the reasons for being in the unemployment center, by the assistant started by saying: *“from now on you have duties, to get rights”.* She explained me all the obligations: compulsory presentation every two weeks, forbidden travel abroad with prior notice, to make prove that you are looking for an employment every month, etc. after all this I said: *— sorry, I just lost my job, I did not commit any crime. But the employment center has requirements that a criminal court does not have for those who have committed a crime. It is a sort of fake employment centre.*

Entrepreneurship as a form of flexibility and independence: *(“I created my one company to do what I like and share my knowledge”).*

Highlights:

- Institutions supporting minority or vulnerable groups in society should take into account their context of frailty.

- Employment centers are dealing with people, technicians working there should have training and be sensitive to their situations and know how to deal with them. There should be more and better information on how to start and develop a business

Friederike Welter (IfM / U.Siegen, Germany) and Temu Kautonen (U.Aalto, Finland)

Highlights:

- It is very important to think what is “The societal image of women in entrepreneurship”. For example the German word for entrepreneur has a male connotation. The fact that women might have more disruptive work careers, probably lead to lower professional experience, and, on the other hand, their savings are also lower (and it is, therefore, more difficult for them to start a business);
- Bank officers and venture capitalists seem to assess a business developed by a woman differently from a man;
- Culture and the institutions are of extreme importance when it comes to inclusive entrepreneurship
- What does society think about women entrepreneurs? How should we educate the next generation? These questions are not fully addressed by academics and policymakers.
- Entrepreneurship is diverse, we do not have only one entrepreneurial model – there is a large spectrum ranging from, for example, woman running a business from home with a small additional income, to woman running successful businesses from home or woman running a centenary family business.

João Nobre – Instituto de Emprego e Formação Profissional

“The Institute of Employment and Vocational Training (IEFP) is the national public employment service and has the mission to promote the job creation and quality of employment and to combat unemployment, through the implementation of active employment policies, such as integration support, hiring support and, in this case, entrepreneurship support, latter designed to promote self-employment creation or businesses creation.

Currently, from the perspective of the national public employment service, regarding support self-employment creation and entrepreneurship, IEFP has 3 main Programmes/Measures ongoing (two aimed at financing business creation and another aimed at providing technical support for its implementation):

1. Supporting Programme for Entrepreneurship and Self-Employment Creation (PAECPE)²
2. Youth Invest Programme
3. Technical Support for Projects Creation and Consolidation (ATCP)”

² Ordinance Nº. 985/2009, September 4.

Highlights:

“There are several barriers to business creation and self-employment and these barriers tend to be greater for groups that are under-represented or disadvantaged in the labour market. Barriers that are commonly cited include difficulty in accessing start-up funding, a heavy regulatory burden or cultural attitudes, such as fear of failure.”

Another significant barrier for many potential entrepreneurs is lack of entrepreneurship skills. The implementation of entrepreneurship education in the formal educational system is lagging behind other European Union Member States. Entrepreneurship is largely absent in the curricula so learning materials need to be developed at all levels and teachers need to be trained in how to diffuse this knowledge.

These barriers impact different people and different groups in different ways. Research³ in Portugal points to the following:

Women: the lack of entrepreneurial capabilities and business training. Additionally, women encounter many issues associated with the traditional views on female roles, including stereotypes rooted in society.

Seniors: the most common barriers faced by seniors are the lack of training and difficulties in using new information technologies. There are also other barriers directly related to age, for example health issues, discrimination, difficulty in understanding administrative processes and low levels of education.

Youth: among young people, the most common barriers include lack of available funds, little previous professional experience, and lack of clear information on the available programmes supporting the start-up initiatives (and high levels of risk aversion). Another important obstacle to self-employment faced by the youth is their fear of failure.

Immigrants: this group faces several barriers, such the language, including a lack of knowledge regarding the mechanisms for creating and running a business in Portugal.

Unemployed: lack of sufficient financial resources, knowledge of regulations and few skills or training in business.”

Lurdes Morais – CH Consulting | Teresa Paiva – Instituto Politécnico da Guarda

Program 45-60, directed to senior wannabe entrepreneurs coming from unemployment showed how important indirect effects of these programs can be.

³ Organization for Economic Co-operation and Development (OECD).

Our results led us to expect that acquiring entrepreneurial skills for developing a new project may have other effects than the expected business creation. Individuals might be more self-confident about his/her skills, more active, and find a new job opportunity more easily than other unemployed individuals who are not involved in projects and interacting with people (potentially more isolated from society).

“Meet the boss” – meetings with other business owners (Lurdes Morais)

57 applications - 17 businesses plans – sessions in universities to promote the interaction with younger people – training program – presentation of business ideas for funding (only 11 wanted to participate). Mentoring: meeting other enterprises – 3 individuals started businesses so far, while the others prefer paid employment.

The “Old person café/ fablab” initiative aims to involve senior individuals in fablabs. Each fablab has to have certain equipment and be open to innovators 3 times per week. Users are able to make a prototype with a free printer and benefit from a space where people who do not have access to equipment can only pay the raw materials and develop innovation.

Ricardo Pinheiro Alves – GEE/ Ministério da Economia “The way I see inclusive entrepreneurship includes all firms and all undertakings. It involves overcoming the barriers to improve the terms of participation in society; to the benefit of the entrepreneur itself or to benefit others; in all places - firms, schools, hospitals, courts, prisons, etc.; in all areas - environmental, legal, health, education, sport, etc. One in six workers is an entrepreneur/ self-employed and one in five employees would prefer to be a freelancer.

- Economic policies should encourage inclusive entrepreneurship: There are public policies which can be improved (e.g. Programa de Apoio ao Empreendedorismo, Investe Jovem - IEFPP)

Microfirms - reward uncertain activities (relative to employees): Flexible labour will be even more important in the near future. Broader access to unemployment benefits and social security. Simplified regulations and easier access to financing. Higher zero income tax threshold than the one for employees.

SMEs - well calibrated incentives for the growth of firms: Conditions for scaling-up and to access international markets. Matching long term financing needs with lenders’ supply. Access to equity funding for the balancing of financial structures. Help SMEs to be part of GVCs and cooperate to supply exporters.

Charities in Portugal are a recent phenomenon (except for church related ones) – but although recent, it has a remarkable scale: 4,741 social charities (1 per 2,000 persons); 276 co-operatives. These charities are needed for several reasons, e.g.: Civic participation for a democratic society; Population is becoming older and requires increasing support; Retirements when persons are able to work for many years; To reduce the asymmetry in the development of rural areas; Social security in its present form is not sustainable;

Economic policies should encourage inclusive entrepreneurship: There are public policies (e.g. Portugal Inovação Social), but: Partnerships with state services can be enhanced; Improve digital

skills (INCoDe.2030); Specific labour contract for charities: part-time, seasonal, etc.; Wages compatible with pensions and lower or zero income tax rate”

5. Policy Discussion and Recommendations

The proposals presented to the panel are in italics below. Numbering refers to the original numbers in D5.12 for consistency.

5.1 Tax Breaks for Informal Finance

One participant mentioned that “the part-time is a huge disruption in careers, leading to lower savings by women” and that “the fact that presenting tax together may indirectly lead to disincentive’s in women participation in the labour market”. Moreover, zero income tax rates for those who start a business after retiring was referred as a positive measure to promote entrepreneurship later in life.

Proposal 11: to increase the wealth available for informal entrepreneurial finance by reducing taxes on private wealth, private wealth transfers and inheritance.

5.2 Special Programs for Special Groups

Although Most of the participants highlight the importance of “fitting the interventions the individual level” has, all recognized this as quite difficult approach. One participant highlighted the importance of giving special attention to older individuals starting firms out of long-term unemployment due to the potential vulnerability of the individual and also due to the fact older individuals who invest their savings might not have other opportunities to re-establish their financial resources. Moreover, another participant suggested that programs should distinguish senior entrepreneurs by their level of qualifications – different support should be given to those with higher and those with lower qualifications.

*Proposal 27: Further develop **entrepreneurship programs targeting groups** that are disadvantaged in formal employment, such as youths, women, ethnic minorities and low skilled individuals and/or promote entrepreneurial activity that explicitly aims to have such groups participate and contribute to society.*

The following proposal poses the importance of training.

*Proposal 31: Establish or strengthen **training programs to prepare workers for new occupations***

The participants highlighted that individuals should not develop the same task for 20 years; changing occupations and training should allow the individual to develop different skills and competences.

Current baby-boomers might see their knowledge to crystalize because they did not invest on their human capital for tenths of years.

5.3 Open Digital Platforms

No specific debate was undertaken around this proposal.

Proposal 42: Invest in an excellent, open access digital infrastructure for European citizens and businesses.

5.4 Welcome Entrepreneurial Migrants

No specific debate was undertaken around this proposal.

Proposal 46: Reform the European Blue Card system to include also non-employees and people lacking high formal educational credentials provided they have a plan to support themselves.

5.5 An Entrepreneurial Educational System

No specific debate was undertaken around this proposal.

Proposal 56: Promote STEM education, specifically for females, early on and then throughout educational careers.

The proposal below mentions the importance of mentoring.

Proposal 62: Develop mentoring programs by and for elderly employees and entrepreneurs.

In general, this proposal was consensual. Participants agreed that active ageing is an important policy both to individuals as well as to society in general. Moreover, the knowledge accumulated during individuals' life was seen as an important and valuable asset to transmit to other generations and individuals. The importance of mentoring to women was also highlighted by one participant as a way to support a shift in women careers.

The importance of mentoring or the lack of it was mentioned by one participant who described his experience with the employment centre. Unfortunately, this participant faced a very unsupportive approach by employment centre. He was expecting a supporting word and approach in a moment which he was "upset and depressed". Improving training to the administrative technicians in employment centres should be a concern of policy makers.

5.6 Inclusive Social Security and Mobility

The importance of a broader access to unemployment benefits and social security benefits was a concern from the participants which is in line with proposal 34.

Proposal 34: Guarantee equal access to welfare state arrangements for all, regardless of tenure in a specific job or labour market status, to make all potential employers compete on a level playing field.

No specific debate was undertaken proposal 37.

Proposal 37: Mandatory universal insurance for healthcare costs, old age and disability are necessary, given that adverse selection and behavioural biases are likely to cause underinsurance in these areas when such insurance is made voluntary.

6. Conclusion

The importance of an inclusive society is gaining momentum. The goal of this policy roundtable was to discuss the reform agenda of the FIRES-project with special attention to the proposals pertaining to the promotion of a more inclusive society.

Participants shared their ideas and concerns related to the topic. It seems that the main challenge is how to come up with effective reforms that are applied to society in general but do also support more specific groups, such as women, older people, migrants. It seems that policies supporting bottom up initiatives could be more appropriate to these groups. Those policies should give space and foster opportunities to these groups. Some main ideas emerged from the discussion:

1. Careful promotion of entrepreneurship

On the one hand, individuals should see entrepreneurship as a feasible and desirable option for professional occupation. It is necessary to empower individuals and facilitate idea generation and operationalization. On the other hand, the policy panacea of looking at entrepreneurship as a solution for all socioeconomic problems should not be promoted (both from policy makers and media). Advantages and disadvantages of entrepreneurship should be carefully discussed. More education, specific training and mentoring to specific social groups is needed to avoid negative experiences in entrepreneurship.

2. The emergence of a new working life style

Entrepreneurship may represent an option for individuals facing dissatisfaction with their wage and salary job and, more specific, self-employment is starting to be acknowledged as the standard mode of occupation, a new life style. Individuals face now the need for more flexibility and during their longer working span, will entry and exit self-employment for several periods during their lives. Moreover, self-employment is a way to get people into the labour market.

3. Direct and indirect effects of programs supporting entrepreneurship

Existing programs oriented to support entrepreneurship – which might include actions such as training, mentoring, incubator – should be examined based on the direct effects of the programs, businesses and job creation but also, based on their indirect effects. In this roundtable, several programs promoted entrepreneurship by stimulating individuals to design and develop their ideas, improve their skills through training, among other tasks. This leads to individuals 'higher employability in the labour market than before enrolling in these programs.



4. Support lifelong learning

Individuals should not develop the same task for decades. Changing occupations and training allows individuals to develop different skills and competences. Current baby-boomers might see their knowledge crystalizing due to the fact that they did not invest on human capital continuously.

Appendix – Photos

