



Harnessing the Potential



Promoting Ethnic
Minority

Entrepreneurship
in Ireland



Foreword

Europe needs more entrepreneurs and we need to do more to ensure that all people have the opportunity to pursue business-start as a means of generating economic prosperity for themselves and for Ireland at large – that is the message that rings out from numerous strategies for economic growth throughout the European Union and in Ireland. From the Lisbon priorities and the EU Green Paper on Entrepreneurship to the report of the Small Business Forum in Ireland, the imperative to encourage entrepreneurship and nurture small business development throughout the population is resoundingly clear.

The strong inward migration flows of recent years present Ireland with a tremendous opportunity to embrace and harness the entrepreneurialism of immigrants and enhance our national drive towards greater levels of entrepreneurial activity, while also facilitating the integration of minority ethnic groups in Ireland.

As flows of immigrants into Ireland have gathered pace, many business support organisations have begun to receive an increasing number of enquiries from members of minority ethnic communities interested in starting a business. In 2004, a number of those organisations came together to explore how best to help this new client group to overcome the barriers and difficulties they were encountering in seeking to launch their own business venture in Ireland. Together, we secured funding from the EU EQUAL Programme to develop a specific initiative to assist ethnic minority entrepreneurs to launch their own commercial ventures or to expand an existing enterprise.

In the course of the resultant Emerge Programme, we have provided training, mentoring and networking opportunities in Dublin, Cork and Galway to over 200 members of ethnic minority communities interested in exploring business-start. We have also liaised extensively with policy makers, service providers and financial institutions to see how the environment for entrepreneurship among immigrant communities can be enhanced.

Our involvement in the Emerge Programme has reinforced our belief in the massive, but largely untapped, potential for entrepreneurial activity among the immigrant population of Ireland. In this report, we draw attention to the specific barriers encountered by such groups and we call upon policy makers and service providers to adapt and expand entrepreneurship supports to ensure that minority ethnic people play a full and valuable part in the economy of Ireland.

The Emerge Development Partnership, October 2007:
BASE, Cork City Enterprise Board, FÁS, Galway City Partnership, Metro Éireann,
Partas, the Small Firms Association and South Cork County Enterprise Board.

Contents

FOREWORD	1
CONTENTS	3
ACKNOWLEDGEMENTS	4
EMERGING LESSONS	5
1. A TREMENDOUS OPPORTUNITY FOR IRELAND	5
2. PROMOTING THE ENTREPRENEURIAL OPTION	6
3. EXCESSIVE REGULATORY BARRIERS EXIST	6
4. SPECIALISED EARLY STAGE TRAINING & MENTORING	7
5. ENHANCE THE AVAILABILITY OF FINANCE	9
6. STEPPING STONES INTO MAINSTREAM NETWORKS	9
ACTIONS FOR GOVERNMENT	11
MOBILISE STATE AGENCIES	11
PROMOTE ETHNIC ENTREPRENEURSHIP	11
DELIVER TARGETED PRE-ENTERPRISE TRAINING & MENTORING	12
SUPPORT STEPPING STONE NETWORKS	12
REVIEW THE AVAILABILITY OF MICRO-FINANCE IN IRELAND	12
REVISIT BUSINESS PERMISSION REGULATIONS	12
EMERGING IMPACTS	13
EMERGING ENTREPRENEURS	14
AA CLEANING FACTORY	14
HOUSE OF CREATIONS	16
XCLUSIVE MAGAZINE	17
JOLLY BEE KIDS KINGDOM	19
SHREE FOODS	21
CULTUREWISE IRELAND	23
AIYSHA'S SPICE HOUSE	25
MAXWELL & GERSHON AUTO PARTS EXPORTS	26
MORE ABOUT EMERGE	28
APPENDIX – IMMIGRATION TRENDS IN IRELAND	32

Acknowledgements

The DP of Emerge would like to thank the following:

- The project staff and trainers of the programme
-

- The 207 participants who attended the training programme
-

- Dominic Mullan of Mullan Consulting
-

- The individual partners organisations which made up the Development Partnership
-

- The European Social Fund, and the Department of Enterprise, Trade and Employment as the Managing Authority of EQUAL in Ireland
-

- The staff of WRC, the Technical Support Structure for EQUAL in Ireland

Emerging Lessons

1. A TREMENDOUS OPPORTUNITY FOR IRELAND

Development strategies at a European and Irish level constantly re-iterate the vital importance of entrepreneurship in building sustainable economic prosperity. New and small firms, rather than large ones, are increasingly seen as the major providers of new jobs.

Ireland Needs More Entrepreneurs

The report of the Small Business Forum, which echoes much of the EU's policy in this area, notes that there are a number of 'relatively untapped sources of entrepreneurship in Ireland, particularly women, returning Irish emigrants and the immigrant community.'

The report is clear in its recommendations:

- 'The State should review and, where appropriate, reinforce its current initiatives in the areas of relatively low entrepreneurial activity, such as the EMERGE initiative (aimed at ethnic minorities).'
- 'The State should develop further initiatives to stimulate entrepreneurial activity in underrepresented cohorts.'
- 'The small business representative bodies, in conjunction with the enterprise support agencies, should publicise entrepreneur role models, and in particular establish case studies of successful female and immigrant entrepreneurs.'

The Forum recommended that a National Entrepreneurship Policy should be built on three specific platforms, one of which was stimulating latent entrepreneurial potential, particularly among women and the immigrant community.

So the case is strongly made - the ability of European economies to be enterprise-based depends on their ability to encourage and support entrepreneurship in all sections of society, including ethnic minorities.

An Influx of Budding Entrepreneurs

In the twelve months to April 2006, the number of immigrants into Ireland was 86,900 - the highest figure recorded since the present series of annual migration estimates began in 1987. By Census night in April 2006, non-nationals accounted for 10% of the 4,172,013 persons usually resident in the State, with almost 420,000 indicating that they had a nationality other than Irish. The corresponding figure in 2002 was 5.8% OR 224,000 persons.

Notably, inward migration is dominated by people in the 25-44 years age bracket - the age at which people are most inclined to start businesses. With only 28% of Irish nationals falling within this key age bracket, inward migration will clearly become increasingly important in growing our pool of potential entrepreneurs.

While migration flows are extremely difficult to predict, due largely to the influence of economic factors, the Central Statistics Office (CSO) estimates that inward migration will range from 25,000 to 51,000 per annum until 2021.

So we can reasonably expect that Ireland will continue to benefit from an influx of people who, in moving from their native countries to Ireland, already demonstrate their entrepreneurial qualities: a readiness to step out of a familiar environment and into a new culture and system, a preparedness to face risk and uncertainty and a strong motivation to generate income and secure a good quality of life.

2. PROMOTING THE ENTREPRENEURIAL OPTION

On arriving in Ireland, many immigrants are open-minded as to how and where they will generate a living for themselves and their families. For some, employment is an immediate priority while others already harbour ambitions to launch their own enterprise. It is important that government and service providers intervene at this stage to ensure that the option of entrepreneurship is highlighted and positively encouraged.

Highlighting the Opportunity

Just as numerous enterprise strategies advocate the promotion of entrepreneurship to the wider population, there is an even clearer need to ensure that positive role models of entrepreneurial success among non-nationals are widely publicised within minority communities. The growing body of media aimed at migrant communities offers an ideal platform for such profile-raising actions.

Enhancing Awareness of Support Providers

For the vast majority of our programme participants, Emerge was their first significant interaction with a support agency focused on enterprise development. While Ireland enjoys an extensive, locally-based enterprise support network, most Emerge participants had not sought help or support from their local CEB or similar business support providers. This is perhaps unsurprising as such bodies simply do not exist in the home countries of many participants, hence the natural assumption that no such support exists here. Our experience suggests that many immigrants will not seek help and support, so support providers must be proactive in reaching out to this specific client group.

To bridge this gap in awareness, Emerge adopted a wide range of outreach activities including building relationships with key influencers among immigrant communities, advertising and seeking coverage in the press, visiting businesses in areas with strong ethnic minority populations and encouraging word-of-mouth promotion.

3. EXCESSIVE REGULATORY BARRIERS EXIST

Many regulatory barriers stand in the way of foreign nationals wishing to start a business in Ireland. While the situation is relatively straightforward for nationals of European Economic Area member states, the regulations concerning the granting of business permission to other non-nationals are highly restrictive.

Business Permission for Non-EEA Nationals

Currently, any non-EEA National wishing to establish a business in Ireland must seek the permission of the Minister for Justice, Equality & Law Reform to do so.

1.The European Economic Area comprises the 27 EU Member States plus Iceland, Liechtenstein, Norway and Switzerland.

Any individual pursuing this option must, among other requirements, commit to transferring capital of at least €300,000 to Ireland and employing at least two EEA nationals. We would contest that such requirements present an excessively onerous barrier that prevents many migrants from engaging in entrepreneurial activity in Ireland. The capital requirement, for example, is massively in excess of the typical level of investment in a small-business start-up in this country. Similarly, the requirement to employ two EEA nationals is excessive when one considers that many indigenous start-ups will operate as single-person businesses for many years before taking on employees.

We have encountered non-EEA nationals who are working legally in Ireland with a permit that relates to a specific employer or field of employment and who now wish to establish their own business. According to the current legislation, they must obtain business permission in order to proceed towards start-up. Non-EEA nationals who are studying in Ireland but who would like to launch a commercial venture are confronted with the same barrier. Strictly speaking, such students should leave Ireland and apply for business permission from their home country. In practice, the €300k capital requirement, which is clearly beyond the reach of both groups, is denying Ireland a great source of entrepreneurial talent.

We believe that the key factor in deciding whether to award business permission should be the quality and likely viability of the applicant's proposed venture and that appropriate mechanisms should be put in place to assess such plans.

Mixed Messages from State Agencies

A key concern that has come to light is the lack of consistency across different government agencies as regards the implementation of regulations. For example, it would appear that both the CRO and Revenue Commissioners have allowed non-EEA nationals to register their businesses even when business permission has not been granted. We believe that all existing ethnic minority businesses that are registered and tax-compliant but have not yet applied for business permission should be granted such permission automatically. We also believe that an awareness campaign should be undertaken across government departments and agencies to ensure clarity and uniformity of approach in this regard.

4. SPECIALISED EARLY STAGE TRAINING & MENTORING

For all potential entrepreneurs, seeking out information in order to fill gaps in their own knowledge is part and parcel of the start-up process. For many Irish people, the first port of call will be a local County or City Enterprise Board (CEB) and participation in a short-duration Business Start course, which will provide a good grounding in the main steps involved in launching a new venture.

1. A number of categories of persons are exempt from this requirement: those who have been granted refugee status; dependant relatives of EEA nationals exercising a valid right to reside in Ireland; persons with permission to remain as the spouse of an Irish national; persons with permission to remain on the basis that they are the parent of an Irish-born child (an Irish citizen); and persons who have been granted temporary leave to remain in the State on humanitarian grounds, having been in the asylum process.

2. These requirements can be waived where the applicant has been legally resident in this State for at least five years in an employed capacity and has not been in breach of the Immigration Laws during this time.

Our experience, however, would suggest that some migrant entrepreneurs steer away from such support services, inhibited by fears of not understanding the course content and interacting effectively with other participants. For a number of reasons, we believe that specific training and mentoring provision is required in order to help minority entrepreneurs to access all the information and support they require in the early stages of the business start process.

Specific Early Stage Provision

The Emerge pre-enterprise courses included 24 training sessions, which is significantly more than a typical Start-Your-Own-Business course. While the actual content of the training did not differ greatly from that of a standard course, Emerge participants have found this longer format to be particularly helpful for a number of reasons:

- The training was delivered at a pace that allowed the participants to take in the content and to absorb some business vocabulary.
- Participants found it less intimidating to take a course in the company of other people from different ethnic backgrounds and derived more self-confidence.
- The training covered some basic knowledge areas that Irish nationals would be more familiar with, notably as regards the services provided by different state agencies and the different types of financial institutions.
- The training programme included opportunities to meet representatives of bodies such as CEB's, the Small Firms Association (SFA), financial institutions and the Revenue Commissioners, greatly enhancing the confidence of participants in approaching such bodies for help or guidance.
- Participants were able to gain an insight into aspects of business culture and etiquette, which can differ radically from the customs of their native countries.

We believe that future programmes aimed at encouraging ethnic minority entrepreneurship should also adopt such an extended duration in order to allow all of the issues highlighted above. Our experience suggests that once participants have completed this initial familiarisation stage and are progressing through different stages of business development, the majority are happy to engage in mainstream supports and interact with Irish counterparts.

Access to Mentoring

Emerge participants enjoyed access to the trainer as a source of individualised advice for the duration of their training course and, indeed, on an informal basis throughout the duration of the Emerge Programme. The participants, notably those who have proceeded to set up, placed great value on this service and indicated that this support had accelerated their progress towards business-start. It is perhaps not surprising that minority entrepreneurs will have a need to access advice slightly more regularly than Irish entrepreneurs. For this reason, we would advocate that a specific mentor be available to ethnic minority entrepreneurs throughout the duration of their pre-enterprise course to provide general advice and signpost participants towards other relevant supports.

Beyond the completion of this phase, we believe that support agencies should be proactive in seeking to maintain contact with ethnic minority entrepreneurs in order to ensure that they access all relevant supports and suitable business networks.

5. ENHANCE THE AVAILABILITY OF FINANCE

The Back to Work Enterprise Allowance represents a key strength in Ireland's approach to supporting people moving from unemployment into self-employment, as has been acknowledged by numerous European commentators. Start-up capital, however, remains a key obstacle for many would-be entrepreneurs, including Emerge participants. A number of state agencies, such as CEB's or LEADER Groups, can provide grants or low-cost loans to assist entrepreneurs to overcome this hurdle. However, the eligibility criteria for such supports are restrictive and notably exclude most service businesses.

For this reason, many Irish entrepreneurs will release equity from their home, source finance from friends and family or seek loan finance from mainstream banks. However, banks typically consider the track record of the applicant and the security they can offer against the loan. Both these factors prove problematic for immigrant entrepreneurs who have no track record with Irish banks and have no property in Ireland to use as security. While banks maintain that all applicants are treated equally and that lending criteria are consistently applied, these factors present de facto barriers to ethnic minority entrepreneurs securing loan finance. Furthermore, the lending function within banks is increasingly centralised and regimented, leaving little or no discretion to local branch managers to offer a loan on foot of a particularly strong business plan.

Enhancing the Approachability of Banks

Approaching a bank can be a challenging step for indigenous entrepreneurs. For immigrant entrepreneurs, who may be less familiar with the Irish banking system, this can be an even more daunting step. Unfamiliarity with financial terms can complicate matters further. We believe both ethnic minority entrepreneurs and banks would benefit from the provision of intercultural training to client-facing personnel. We believe this will enhance the effectiveness of communications and dealings between this specific client group and lending institutions.

Developing New Lending Criteria

We believe that banks should explore alternatives to the traditional lending criteria of credit history and security. Factors such as the extent to which the entrepreneur has engaged in training and the strength of their business plan should be given increased prominence.

6. STEPPING STONES INTO MAINSTREAM NETWORKS

Research suggests that ethnic minority entrepreneurs tend to remain within co-ethnic networks and demonstrate very low levels of participation in mainstream business networks. Both of these factors are generally considered to be detrimental to the growth potential of minority ethnic businesses. Emerge has allowed us to identify the benefits and challenges that the whole area of networking presents for migrant entrepreneurs.

Co-Ethnic Networks - a Vital Role to Play

Emerge has clearly offered migrant entrepreneurs the opportunity to meet fellow minority entrepreneurs through training programmes and associated events. The participants have found it immensely beneficial to exchange information, learning, contacts and encouragement with fellow entrepreneurs seeking to surmount the challenges of launching a business in a new country and within a new business culture. For this reason, those participants who are moving forward with their business ventures are keen to continue to have access to such a network.

An Intimidating Step into Mainstream Networks

While keen on maintaining their own networks as a source of informal support, Emerge participants also demonstrated a healthy degree of interest in becoming involved in mainstream business networks. Indeed, the participation of the SFA in the Development Partnership has offered a welcoming platform for programme participants to attend mainstream business networking events.

Nevertheless, this has proven to be a challenging step for many beneficiaries. Attending an SFA Members event along with a small group of fellow Emerge delegates offered a more comfortable first step into the arena of mainstream business networking.

This highlights the need for existing mainstream networks, from the national organisations such as the SFA to local networks facilitated by CEB's, to proactively reach out to groupings of ethnic minority entrepreneurs and encourage them to network with mainstream entrepreneurs.

Stepping Stone Networks

An ideal solution to the challenges of networking lies in the continued provision of support to regional networks of ethnic minority entrepreneurs, where these can serve as a springboard for accessing mainstream networks.

Ethnic networks should provide informal training on business culture in Ireland and on effective business networking. Networks should seek to celebrate the entrepreneurial ventures and achievements of their members and should also offer numerous opportunities for interaction with mainstream business networks with a view to enhancing trade and cooperation with mainstream entrepreneurs.

The One Step Programme, operated by FÁS, could potentially provide support for a network of ethnic entrepreneurs with a training dimension.

Actions for Government

Within the Emerge Development Partnership, all of the member organisations will continue to work to ensure that members of ethnic minority communities can play a full and valuable role in entrepreneurial activity in Ireland. We will encourage all the various providers within the enterprise sphere to consider how they can ensure that their services are adapted to the needs of this target group. To this end, we have already developed a manual, which includes a CD-ROM of the training materials, and gives practical advice and tips on the delivery of the training programme to any ethnic minority entrepreneur group. This means that any organisation that wishes to become active in ethnic minority entrepreneurship training has an off-the-shelf, high quality product that can be adapted to their own uses. It is also proposed that the Emerge Development Partnership will facilitate the delivery of “train-the-trainer” programmes, where necessary.

Following upon the recommendations of the Small Business Forum, we would encourage government to take proactive steps to enhance the participation of ethnic minority groups in Irish business life. We believe that the specific needs of this target group should be addressed in the forthcoming National Entrepreneurship Policy.

We strongly believe that a relatively modest investment on the part of government in a series of actions would generate a very significant return in terms of enhancing entrepreneurial activity in Ireland and in facilitating the integration of members of immigrant communities into Irish society.

- **MOBILISE STATE AGENCIES**

We believe that the Department of Enterprise, Trade & Employment should lead an information campaign across all government agencies to ensure that all service providers, such as CEBs, FÁS offices and community partnerships, positively promote the enterprise option. Intercultural training should be made available to all client-facing staff within such agencies. All agencies should be encouraged and resourced to undertake specific outreach activities aimed at drawing ethnic minority entrepreneurs towards the supports on offer.

- **PROMOTE ETHNIC ENTREPRENEURSHIP**

A national campaign should be undertaken by the Department of Enterprise, Trade & Employment in order to ensure that members of immigrant communities are encouraged to consider the option of self-employment and are made aware of the support providers in the enterprise arena. Such an initiative could take the form of an annual ‘National Entrepreneurship Week’, along the lines of the current ‘Anti-Racism in the Workplace Week’, which is funded to the tune of €175,000, and supports messaging across various media including billboards, commuter cards, radio & press advertisements, websites, and promotional materials to support organisations in arranging their own activities around the key theme. The week would include a focus on promoting entrepreneurship at all levels, including ethnic minority entrepreneurs. The EU is currently considering launching a ‘*European Entrepreneurship Week*’ which this could tie into and which the Government should fully support.

- **DELIVER TARGETED PRE-ENTERPRISE TRAINING & MENTORING**

The Emerge-developed pre-enterprise programme should be mainstreamed through the CEB network. The estimated cost of delivering a programme is €10,000, with an additional €2,500 for marketing and promotion, outreach activities etc. Programmes should be of a longer duration than typical Start-Your-Own-Business courses and should offer mentoring in parallel with training provision. In 2008, Emerge is recommending that the Department of Enterprise, Trade & Employment allocate a budget of €250,000 to be red-circled for the delivery of such training by the CEBs. All CEBs would be invited to bid into the fund to deliver the training, and in 2008 (year 1) 10 CEBs would be selected to pilot the programme, with two full programmes being delivered in each area. Following an evaluation of the success of these programmes, a mainstream budget line should be provided to any CEB who wishes to provide the programmes from 2009 (year 2) on.

- **SUPPORT STEPPING STONE NETWORKS**

Local or regional networks of ethnic minority entrepreneurs should be established to promote exchange of experience and information within this group, but importantly to act as a platform for ethnic minority entrepreneurs to engage with mainstream business networks through joint events. The FÁS One Step Up Programme could potentially support such an initiative.

- **REVIEW THE AVAILABILITY OF MICRO-FINANCE IN IRELAND**

The Department of Enterprise, Trade & Employment should undertake an in-depth review of the availability of micro-finance to start-up entrepreneurs in Ireland, paying specific attention to the needs of under-represented groups such as ethnic minorities. Such a review should consider whether best practice models elsewhere in Europe could usefully be implemented in Ireland.

- **REVISIT BUSINESS PERMISSION REGULATIONS**

We would encourage government to reconsider the current regulations concerning business permission and the extent to which these can prevent members of immigrant communities from starting a business in Ireland in the context of the forthcoming National Entrepreneurship Policy. We believe that the current regulations are excessively burdensome and that the quality of the business proposal presented by an individual should be the key factor in determining whether or not business permission is granted. Furthermore, we would encourage government to ensure that different agencies and departments apply the relevant rules in a uniform manner, thus enhancing transparency for the end-users.

Emerging Impacts

From October 2005 to June 2007, Emerge delivered pre-enterprise, start-up and growth training to a total of 207 participants who were interested in starting their own business or were already operating early stage businesses. These supports have generated excellent enterprise creation impacts, as illustrated below.

Status of Emerge Participants at Start & End of Programme

	Total		Percentage	
	Before	After	Before	After
Unemployed / Long-Term Unemp'd	129	47	62	23
Full-time Employment	31	35	15	17
Part-time Employment	15	17	7	8
Full-time Education (3rd level)	1	4	0	2
Full-time education (not 3rd level)	7	5	3	2
Self-employed	24	68	12	33
Employment Programme	0	1	0	0
Other	0	30	0	14
Total	207	207	100	99*

*Does not = 100% due to rounding.

By the end of the programme, 68 participants were in business, as compared to 24 at the start of the programme. So 68 businesses were created or enhanced by the Emerge Programme. Our experience would suggest that this compares very favourably with the business creation impacts of most Start-Your-Own-Business programmes.

Emerging Entrepreneurs

AA CLEANING FACTORY

Anda Adascalitei came to Ireland from Romania in 1997 and worked for several years with technology multinationals based here, while also completing a degree in engineering at IT Tallaght.

In 2005, conscious of the booming apartment sector in Ireland, Anda set up AA Cleaning Factory offering cleaning services to apartment management companies, offices and private homes. Personal savings were invested in the significant start-up costs of the business – mainly purchasing the range of equipment necessary to offer a professional and environmentally friendly service and supporting some initial marketing costs. Business quickly gathered pace and Anda recovered her initial investment within 6 months.

While the business experienced turnover growth of 70% in year 2, this early success generated many of the challenges that confront small businesses during a growth phase: improving systems to maximize profitability, investing in staff, expanding networks of potential clients and securing larger contracts. A chance encounter with the Emerge Programme proved timely as Anda was able to attend the series of seminars hosted by Emerge in conjunction with the Institute of Minority Entrepreneurship at DIT. The topics covered could almost have been chosen to suit the needs of AA Cleaning Factory: Effective Networking, Critical Aspects of Employment Law, Finance and Advanced Marketing.

The Emerge Business Growth Masterclass in Athlone in March 2007 provided a further opportunity to consider how best to grow the business from its current complement of six staff and a very busy owner-manager! Having taken her first steps into business networking through Emerge, Anda is now a member of Dublin City Enterprise Board's Women in Business Network and intends to join the SFA in the near future to help develop new contacts and sales leads.

The company's goal for the coming years - to wipe the floor with the opposition!

Anda Adascalitei
AA Cleaning Factory
26 Jamestown Avenue
Inchicore
Dublin 8
Mob: 087 6373522
Email: anda@aacleaningfactory.com
Web: www.aacleaningfactory.com



Anda Adascalitei ~ AA Cleaning Factory



Tokie Laotan ~ House of Creations

HOUSE OF CREATIONS

Of Nigerian origin but born and raised in Germany, Tokie Laotan came to Ireland in 2000 and worked in a number of short-term jobs before finding herself unemployed in 2005. Always on the lookout for interesting courses or programmes that would allow her to explore new areas, Tokie came across the Emerge Pre-Enterprise course being delivered by Galway City Partnership in late 2005.

The programme, which covered all aspects of business-start, served to be 'just about perfect for someone starting from zero!' Interaction with all the other participants offered a great opportunity to gather informal feedback on the initial idea of launching a new bridal fashion outlet in Galway. As the course progressed, Tokie's belief in this venture and her determination to succeed became firmer and stronger.

Identifying suitable premises and negotiating all the processes and procedures involved in buying a lease and securing financial backing proved both time-consuming and challenging. Throughout these trying times, Tokie continued to enjoy access to objective guidance and general moral support from Ernest Bishop, the Emerge trainer at Galway City Partnership – something that Tokie describes as 'massively helpful'.

Ernest was also able to introduce Tokie to a manager within Bank of Ireland who had given some presentations to Emerge participants. This facilitated the process of securing finance from the bank, with Tokie's partner providing security against the loan.

Almost two years after her first encounter with Emerge, Tokie launched the House of Creations in the expanding town of Athenry, steering away from the crowded marketplace and high rents of Galway City. The store offers bridal dresses, evening wear and general fashion accessories sourced from a whole range of suppliers. Hopefully the peak bridal buying season of November to April will provide a timely lift to the House of Creations. In the meantime, Tokie is seeking to raise the profile of her new business through networking platforms such as the Business and Professional Women organisation in Galway.

Tokie Laotan
House of Creations
Unit 1, The Clarins,
Athenry Shopping Centre
Athenry, Co. Galway
Mob: 086 3149769
Email: tokie002@yahoo.com

XCLUSIVE MAGAZINE

Writing and publishing are in Peter Anny-Nzekwue's blood. While completing degrees in English and Literature at universities in Nigeria, Peter was Editor-in-Chief of a campus magazine before moving on to work as a features writer for a newspaper house. On arriving in Ireland in 2002, some means had to be found of venting a continuing need to write and publish, so Peter launched an online literary review - www.dublinquarterly.com - purely on a voluntary basis.

In early 2006, Peter came across the Emerge Programme and completed a pre-enterprise programme at the BASE Enterprise Centre in Blanchardstown. With guidance from the Emerge team, a new commercial venture was launched - Xclusive magazine - a lifestyle publication that celebrates African people in Ireland and affirms Ireland's multicultural life. Pulling together an adequate level of finance to cover the capital costs of start-up proved to be challenging. While Peter was able to rely to some extent on personal savings, he had to avail of a personal loan to complement his own resources. While securing the loan was easy as no security was required, the price is heavy in terms of the interest rate applicable.

Building a circulation network for the monthly magazine, which Peter describes as 'entertaining, newsworthy and thought-provoking with a contemporary look', also required some persistence on Peter's part. Thankfully, however, Xclusive is now selling in African shops all over the Republic of Ireland and some selected African shops in Belfast and London.

A team of three staff, located at BASE Enterprise Centre, and eleven contributors now combine their efforts to produce 6,000 copies per month.

To celebrate the magazine's first anniversary in March 2007, Peter launched the Xclusive Awards to encourage initiatives and practices that impact positively on the lives of African people in Ireland. Indeed, Emerge won the Best Organization Award for their contribution to promoting enterprise among African people in Ireland.

Peter's next challenges in terms of growing his business are securing more advertising sales among major companies operating in Ireland and further developing his network of sales outlets to include major supermarket chains.

Peter Anny-Nzekwue
Editor-in-Chief & Publisher
Xclusive Magazine
Unit 14 M.G.B.
Base Enterprise Centre
Ladyswell Road Mulhuddart
Dublin 15
Tel: 01 4404020
Fax: 01 4430620
Mob: 087 7911985
Email: info@xclusive.ie
Web: www.xclusive.ie



Peter Anny-Nzekwue ~ Xclusive Magazine



Vonniebeth Acob ~ Jolly Bee Kids Kingdom

JOLLY BEE KIDS KINGDOM

Even while working as a teacher in her native Philippines, Vonniebeth Acob always had a very strong desire to run her own successful business. Having arrived in Ireland in 2003, her teaching experience proved helpful in securing work as a childminder, tutor, and a TEFL teacher in Blanchardstown. It was in the course of this work that she was struck by the extent to which the rapidly growing and diverse population of the area was generating a shortage of child-care provision. This growing problem seemed to create a very obvious business opportunity and Vonniebeth set her mind on establishing a childcare centre in the area.

As many entrepreneurs will attest, having the right idea is only half the battle and Vonniebeth freely admits that her knowledge of how to start a business was somewhat lacking. Luckily, she came across a brochure for Emerge and completed a pre-enterprise programme in the spring of 2007. The training provided guidance in all the areas in which she was lacking: registering a business, preparing business plans and cash flows, calculating break-even points, dealing with PRSI, tax and endless other practical issues. Equally importantly, she made the most of the programme to acquaint herself with representatives of bodies such as the County Enterprise Board, the County Childcare Committee and the Credit Union. Emerge staff also helped immensely in the preparation of a robust business plan.

While all these practical elements equipped Vonniebeth to move forward with her business project, the single greatest benefit she derived from Emerge was a huge increase in her own confidence: 'My confidence had just faded away, but Emerge taught me a lot and helped me enormously. It boosted my confidence in myself and what I can achieve.'

Only weeks after completing the course, Vonniebeth identified suitable premises but the local HSE representative pointed out that current regulations would require significant investment in new toilet facilities. The necessary expenditure was well beyond Vonniebeth's start-up budget, so it was time for Plan B. Thankfully, within weeks, alternative premises were secured at Millstead in Blanchardstown Village – a very central location. Jolly Bee Kids Kingdom opened its doors on 20th August 2007, just in time for the new school term.

The crèche, which is registered with Childminding Ireland and is fully insured, now welcomes eight children each day. Vonniebeth hopes to increase this number quickly and to outgrow her current premises as soon as possible!

Vonniebeth Acob
Jolly Bee Kids Kingdom
19 Millstead
Blanchardstown Village
Dublin 15
Mob: 086 1752016
Email: vonnixckz@yahoo.com



Anand Narayanan ~ Shree Foods

SHREE FOODS

Even in his school days, Anand Narayanan was not inclined to let entrepreneurial opportunities pass him by. Selling speciality crackers during Hindu festivals in his native India was just one early commercial venture.

Having graduated in Computer Engineering, Anand came to Ireland in 2001 on an IT-specific work visa and soon secured employment as a Project Manager with one of the major Irish banks. The growing demand for ethnic foods quickly caught Anand's eye and he set about starting up a business that would import specialist grocery items from India, produce a range of speciality snacks and then offer an online sales and delivery service.

While looking for industrial space in which to locate his business, Anand approached South Dublin County Council who referred him to Partas, a local enterprise development agency and partner in Emerge. Anand soon found himself participating in a Pre-Enterprise Programme which he found immensely helpful on a number of fronts: 'I acquired a wealth of knowledge and course material that I can refer to any time I need. Interaction with other participants increased my confidence as we shared the fear of treading into unknown territory. The course made me think through my head rather than my heart. This systematic approach is vital for making the right decision and taking the right first steps.'

The introductions to key bodies such as South Dublin CEB, local banks and the Revenue Commissioners made the administrative elements of starting-up a little easier. Anand has now acquired premises for his venture and is reconfiguring these to suit his needs, while also subletting a section in order to reduce overall costs. He maintains contact with Partas, Emerge and the CEB and will turn to them for support as his plans progress.

He is currently trying to iron out some complications in importing the right ingredients for his proposed range of snacks from India, but hopes to commence full operations within a year.

Anand Narayanan

Shree Foods

Tel: 086 3890989

Email: anandvishaal@hotmail.com



Alvina Grosu ~ Culturewise Ireland

CULTUREWISE IRELAND

Although highly qualified, with a PhD in Psychology and a background in university lecturing, Alvina Grosu had never considered entrepreneurship when she first arrived in Ireland in 2001. Soon after, motherhood led Alvina to take a couple of years out to care for her daughter. It was when she approached Cork City Partnership to explore options for returning to the labour force that the Emerge Programme first came to Alvina's attention. The proposed Pre-Enterprise course seemed like an interesting way to learn a bit more about Ireland and the business environment here, though still with no real intention of *'going solo'*.

Indeed the course, which was delivered jointly by the Enterprise Boards of Cork City and South Cork, surpassed Alvina's expectations. Despite having *'absolutely no idea about business'*, interacting with other people who had business ambitions sparked a very small entrepreneurial flame in Alvina's head. Surrounded by fellow participants from India, Africa and Eastern Europe, Alvina sensed an opportunity to exploit her expertise in psychology and offer intercultural training in Ireland.

Pulling together a business plan for presentation at the end of the programme served to highlight that self-employment in this field seemed to be a viable option, but it was the very positive response to her plan from the Emerge interview panel that confirmed that the venture was worth a go. Indeed, the business plan was instrumental in securing an employment grant from South Cork Enterprise Board, who also provided invaluable mentoring support.

Culturewise Ireland was born in July 2006 with a mission to prepare clients to understand and work with culturally diverse populations. Services provided include cultural diversity awareness workshops and intercultural competence development training. Already clients include Bank of Ireland and the HSE, and Alvina is preparing to take on her first employee.

While participating in the Emerge Programme, Alvina found it quite challenging to engage with mainstream business networks: *'Emerge offered us an opportunity to attend an SFA networking event in Cork, but for newcomers it's quite a challenging experience! Now, however, I am a member of the SFA and of the Cork Women in Business Network.'*

Alvina Grosu
Culturewise Ireland
Sirius House
Main Street
Passage West
County Cork
Tel: 021 4842364
Mob: 086 3533113
Email: info@culturewise.ie
Web: www.culturewise.ie



Hafeez Rehman ~ Aiysha's Spice House

AIYSHA'S SPICE HOUSE

Hafeez Rehman came to Ireland from Pakistan at the age of 19 to study Computer Science and went on to work in the IT sector until the 9-11 fallout resulted in redundancy. With the computer industry struggling, it was time to make a change and Hafeez settled on the idea of opening a store selling Asian culinary specialties.

An initial attempt to launch in Dublin was thwarted by planning complications and an unsympathetic landlord. Having secured a lease on premises, planning permission proved to be a lengthy and expensive process to the extent that Hafeez eventually surrendered the lease back to the landlord. The following day, planning permission was granted but the landlord, who now stood to benefit from the enhanced value of the property, refused to renew the lease.

A series of odd jobs provided a little breathing space to research new opportunities. A growing number of ethnic shops in Dublin caused Hafeez to look further afield and he conducted research in Sligo, Limerick and Galway before deciding upon Cork as a good target market, with a growing ethnic population that was not yet well served by specialty food stores. For start-up finance, Hafeez relied on a family loan and his own resources: "Banks don't have a good reputation for helping small businesses to start; they require too much paperwork and collateral for too little help, it's just not worth it."

Aiysha's Spice House opened its doors in June 2003, offering spices, herbs, lentils, rice, pulses, pickles and Asian vegetable specialties such as lady fingers, baby aubergine, loki, tinda, pomegranate, guava and baby pumpkins. Hafeez has since opened a wholesale outlet and now also sells Halal lamb, beef and chicken sourced in Ireland. Plans for a third shop are already well underway.

Hafeez is a great believer in investing in his staff so that they can offer customers a suitable level of information about the full range of products available. The stores employ seven people from Sweden, Germany and Mauritius, along with a Halal butcher – a position that was not easy to fill: "Eventually we had to organise a visa and import a butcher." The Emerge seminar on HR issues was a helpful refresher on regulations and good practice in this field.

While "business is good, there are often not enough hours in the day". The Emerge residential Masterclass in Athlone offered Hafeez a rare opportunity to take a step back from his growing venture and think more deeply about his future strategy.

The future seems bright for Aiysha's Spice House, with Hafeez recently collecting a Presidential Award for the 'Best Business Idea' from President McAleese as part of the Permanent TSB Ethnic Entrepreneur of the Year Awards.

Hafeez Rehman
Aiysha's Spice House
32 Shandon Street, Cork
Tel: 021 4210888
Fax: 021 4213888
Mob: 086 3711606
Email: info@aiysha.ie
Web: www.aiysha.ie



Maxwell Aboagye & Gershon Adjokacher - Maxwell & Gershon Auto Parts Exports

MAXWELL & GERSHON AUTO PARTS EXPORTS

One might wonder how the recent passion of the Irish for buying new cars would generate an opportunity for increased trade between Ireland and Ghana. Well, when Maxwell Aboagye came to Ireland in 2005, he was immediately struck by the newness of so many of the cars on the road and by the number of relatively good cars that were being consigned to the scrap yard. Having owned a small shop selling car accessories in his home city of Accra, Maxwell quickly put two and two together and set about exploring the potential for sourcing second hand parts from scrap dealers in Ireland and exporting them to Ghana for re-sale.

With studies in economics, marketing and sales under his belt, Maxwell was well placed to take his idea forward, but he knew that his fellow Ghanaian, Gershon Adjokacher, would bring another dimension to the business, having studied auto mechanics and completed a three-year apprenticeship programme in Ghana.

Despite their complementary business skills and mechanical knowledge, both men would be the first to admit that their understanding of the rules and regulations around doing business in Ireland were almost non-existent. By pure chance, Maxwell came across a FÁS leaflet promoting the Pre-Enterprise Training Programme being run by Emerge at the BASE Enterprise Centre in Blanchardstown. The 14-week course provided the two entrepreneurs with a firm grounding in the importance of business planning, a good introduction to all the relevant agencies and support providers and, importantly, the confidence to push forward with their venture.

Armed with this new body of knowledge, the pair launched Maxwell & Gershon Auto Parts Exports as a business partnership in May 2006. While the Back to Work Enterprise Allowance proved enormously helpful, there was no shortage of other challenges: from building links with a good base of suppliers of parts in Ireland, to exploring options for shipping the parts to Ghana and meeting the various customs regulations. Having overcome these, a first container was shipped to Ghana early in 2007 and the entire contents have been sold to contacts in Ghana.

One of the key challenges of the business is negotiating with scrap merchants in Ireland regarding the cost of spare parts. In this respect, the insight into Irish business culture that Emerge had provided proved beneficial. In Ghanaian business etiquette, it is rare for two business people to look directly at each other when conducting business, whereas a good direct stare can sometimes be effective when dealing with an Irish scrap merchant!

Now operating out of both Dublin and Cootehill, Co. Cavan, Maxwell and Gershon hope to operate quarterly shipments to Ghana and to maximise the value of each shipment. Filling containers, however, requires a significant level of working capital, so the joint promoters have finalised their business plan and are now approaching finance providers in the hope of securing adequate loan finance to allow them to drive their business forward.

The Emerge experience and attendance at SFA events have already helped in building a network of contacts in Ireland, and the promoters intend joining a number of Chambers of Commerce to help develop this further. Diversification into other areas of import and export is likely, so plentiful contacts with business people in all sectors could prove beneficial.

Maxwell Aboagye & Gershon Adjokacher

Maxwell & Gershon Auto Parts Exports

Unit 1, Michael Galvin Building

BASE Enterprise Centre

Ladyswell Road

Mulhuddart

Dublin 15

Mob: 086 8513255

Email: max4linder@yahoo.co.uk

More about Emerge

The Emerge Development Partnership was formed in 2005 in response to a call for proposals under the EQUAL Community Initiative.

EQUAL Community Initiative

Funded by the European Social Fund, EQUAL seeks to support innovative approaches to eliminating inequality within the fields of employment and entrepreneurship.

The programme encourages groups of organisations working within related fields to come together to pilot innovative and holistic approaches to resolving specific barriers or inequalities in access to employment or entrepreneurship. These multi-organisation teams – known as Development Partnerships – are encouraged to work in liaison with other EQUAL projects both in Ireland and throughout Europe to exchange best practice in their particular spheres of activity. The ultimate goal of each partnership is to impact positively upon mainstream policy and practices in such a way that enhances equality of opportunity for the programme's target groups.

Emerge Development Partnership

The partnership comprises eight organisations with complementary fields of activity and expertise:

- **BASE (Blanchardstown Area Small Enterprises)**

A social enterprise, based in Mulhuddart, offering a range of business incubator units complemented by business advisory services.

www.base-centre.com

- **Cork City Enterprise Board**

One of 35 County and City Enterprise Boards across Ireland, acting as the principal state mechanism for the promotion of entrepreneurship and small business development in Cork City.

www.corkceb.ie

- **Galway City Partnership**

One of a number of multi-actor partnerships created throughout the country in order to address disadvantage and exclusion in specific target areas.

www.gcp.ie

- **FÁS**

The national training and employment authority, delivering and supporting a broad range of courses and services in the areas of employability, continuing professional development and business management.

www.fas.ie

- **Metro Éireann**

Ireland's first multicultural newspaper, established in 2000 by two Nigerian journalists and now the primary source of news and information for Ireland's fast-growing immigrant and ethnic communities.

www.metroeireann.com

- **Partas**

A social enterprise, based in Tallaght, focusing on supporting local enterprise development and particularly social entrepreneurship within the local community, including the management of a number of workspace facilities in the area.

www.partas.ie

- **Small Firms Association (SFA)**

The national membership-based organisation representing the needs of small enterprises in Ireland and providing economic, commercial, employee relations and social affairs advice and assistance.

www.sfa.ie

- **South Cork Enterprise Board**

The main provider of business start and business growth supports in the South Cork area and one of 35 CEBs operating nationally.

www.sceb.ie

The partnership has proven a highly effective model for progressing the project, with each organisation bringing complementary dimensions to the partnership, including specific fields of knowledge, access to networks of other bodies working in this area and interfaces with the target client group.

Emerge - Aims & Objectives

Programme Aim:

To develop methodologies for the development and expansion of Ethnic Minority Enterprises (EME's) and to assist EME's in overcoming business obstacles within the regulatory and cultural environment.

Programme Objectives:

- To raise awareness of the barriers faced by EME's in accessing mainstream support services and agencies.
- To develop a best practice model of training for EME's.
- To develop a strategy for integrating EME's into mainstream business networks.
- To create open communication channels with mainstream financial institutions in order to improve the situation regarding access to finance for EME's.
- To inform policy in this area and contribute to achieving national and EU targets as set out in various agendas.
- To improve the support infrastructure for EME's in the pilot areas.
- To inform the target group on ways to develop their businesses and breakout into mainstream markets.
- To mainstream the successful outputs of the project.

Emerge Actions

The activities of the Emerge Partnership fall into two broad categories:

- Training, mentoring & networking.
- Influencing policy & practice.

Training, Mentoring & Networking

Through a wide-ranging outreach campaign, Emerge attracted enquiries from over 268 members of ethnic minority communities, 207 of who subsequently availed of training, mentoring and networking opportunities provided by the programme.

In consultation with ethnic minority entrepreneurs, specific courses were designed to meet the needs of the target client group at pre-enterprise, start-up and growth stages.

Pre-enterprise courses attracted the highest levels of demand with a total of 16 rotations being delivered in Tallaght, Blanchardstown, Cork and Galway. The start-up stage was addressed primarily by a series of evening seminars in Dublin in conjunction with the DIT Institute of Minority Entrepreneurship and Cork, while the growth stage took the form of a residential masterclass in Athlone.

All participants enjoyed access to mentors to assist with business planning and other specific issues throughout the programme.

A key learning of the programme is that targeted training provision for ethnic minority entrepreneurs should be focused on pre-enterprise and early stage entrepreneurs.

Participants were also able to avail of networking opportunities both with fellow participants and through numerous networking events hosted by the SFA, thus allowing participants to engage with mainstream owner-managers.

Influencing Policy and Practice

Informed by our own experience in delivering the programme and by our interaction with transnational partners in France, Netherlands and the Czech Republic, we have sought, and continue to seek, to promote positive change within the national policy environment and across the actions of all service providers to small businesses in Ireland.

At a policy level, submissions have been made to the EU Green Paper on Entrepreneurship, the Small Business Forum and the consultation process on *'Immigration & Residence in Ireland'* initiated by the Department of Justice, Equality & Law Reform. Through such submissions, we have highlighted the very positive contribution that ethnic minority entrepreneurs can make to the Irish economy and called on government to ensure that state agencies provide suitably adapted supports to this target group, while also ensuring that the regulatory framework does not present unnecessary obstacles to minority entrepreneurship.

As regards positively influencing the actions of support providers, our partner organisations are working with a number of mainstream support providers interested in incorporating tailored pre-enterprise courses for minority entrepreneurs into their suites of support. Emerge has co-operated with the Institute of Minority Entrepreneurship at Dublin Institute of Technology, which now delivers specific programmes for minority entrepreneurs. Emerge trainers, who enjoyed a high degree of insight into the needs of participants, have developed a trainer's manual giving practical advice and tips on the delivery of the training programme to any ethnic minority entrepreneur group. This will be an invaluable resource for any organisation wishing to deliver targeted training to ethnic entrepreneurs.

Securing suitable financial support is an area of particular difficulty for immigrant entrepreneurs. Emerge has developed open communications with AIB, Bank of Ireland, Ulster Bank and First Step to explore how this issue might be addressed. While banks have shown themselves as increasingly willing to offer information in different languages and in some cases provide multilingual staff, there has been no significant shift in lending criteria in order to facilitate entrepreneurs with no credit history or security to offer. This will require further lobbying activity and reinforces the need for a general review of the availability of micro-finance in Ireland.

Finally, through the course of the programme, we have sought to exploit every opportunity to raise the profile of minority entrepreneurs in the general media. We have no doubt that the entrepreneurs with whom we have worked have an immense contribution to make to the Irish economy and to Irish society. It is important that their role in this respect is highlighted, so that all of those involved in Irish business might embrace this opportunity to enrich and enhance entrepreneurial activity in Ireland.

APPENDIX – IMMIGRATION TRENDS IN IRELAND

Strong Inward Migration Flows

Following years of persistent outward migration, Ireland has been marked by strong inward migration trends over the last decade:

Emigration, Immigration and Net Migration, 1995-2006

Year to End April	Emigration	Immigration	Net Migration
1995	33,100	31,200	-1,900
1996	31,200	39,200	8,000
1997	25,300	44,500	19,200
1998	28,600	46,000	17,400
1999	31,500	48,900	17,300
2000	26,600	52,600	26,000
2001	26,200	59,000	32,800
2002	25,600	66,900	41,300
2003	20,700	50,500	29,800
2004	18,500	50,100	31,600
2005	16,600	70,000	53,400
2006	17,000	86,900	69,900

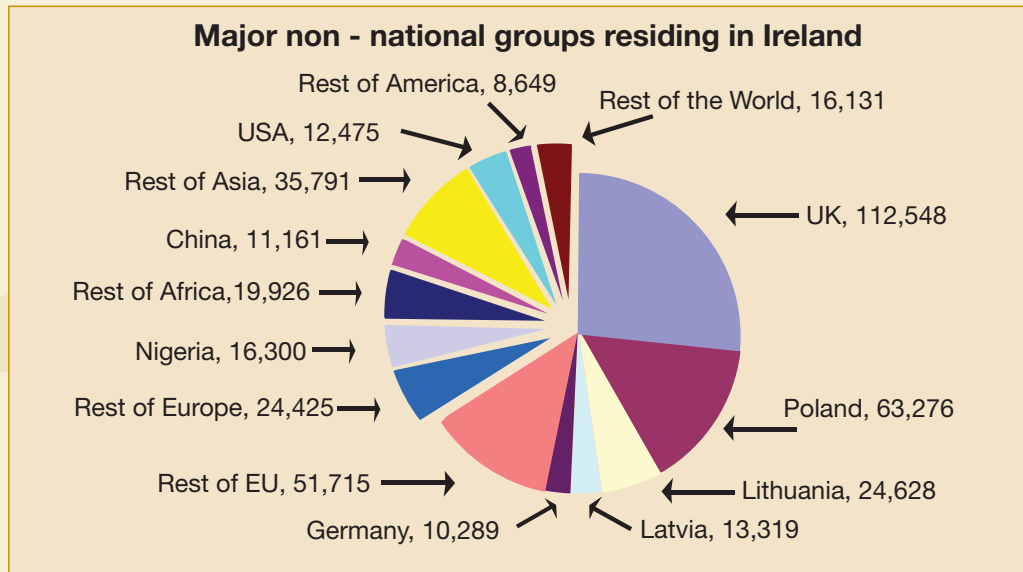
Source - CSO

The number of immigrants into Ireland in the twelve months to April 2006 – 86,900 – was the highest figure recorded since the present series of annual migration estimates began in 1987.

Nearly half (43%) of immigrants were nationals of the 10 EU accession states which joined the EU on 1 May 2004. Notably, 26% (22,900) of immigrants were from Poland while 7% (6,100) were from Lithuania.

Composition of Ireland's Non-National Communities

By Census night in April 2006, non-nationals accounted for 10% of the 4,172,013 persons present and usually resident in the State, with almost 420,000 indicating that they had a nationality other than Irish. The corresponding figure in 2002 was 5.8% OR 224,000 persons



Source - Census 2006

In the period 2000-2006, the fastest growing categories of non-nationals were EU nationals, apart from Irish or UK nationals, along with Africans and Asians. Polish nationals numbered 63,300 while the number of Lithuanian nationals was 24,600.

	2002	2006	Increase	Increase (%)
UK	103,500	112,500	9,000	8.7
Other EU 25	38,400	163,200	124,800	325.0
Asia	21,800	47,000	25,200	115.5
Africa	21,000	35,300	14,300	68.0
Rest of Europe	14,700	24,400	9,700	65.9

Source - Census 2002 & 2006

Ethnic or Cultural Background

Census 2006 also asked respondents to indicate their ethnic or cultural background.

Ethnic Background	Number	% of Total
Irish	3,645,199	87.37
Irish traveller	22,369	0.54
Any other White back-ground	289,041	6.93
African	40,525	0.97
Any other Black back-ground	3,793	0.09
Chinese	16,533	0.40
Any other Asian back-ground	35,812	0.86
Other including mixed back-ground	46,438	1.11
Not stated	72,303	1.73
Total Population	4,172,013	100%

Source - Census 2006

White was the predominant category accounting for nearly 95 per cent of the usually resident population. Persons of Asian or Asian Irish background accounted for a further 1.3 per cent, while those who ticked the African box in the Black or Black Irish section made up 1 per cent of usual residents.

Population Projections

Assuming that recent demographic trends continue, the total population of Ireland is expected to continue to grow over the next 15 years, surpassing 5m by 2021. Provided the relative economic prosperity of the last decade continues, continuing inward migration is likely to be a key contributor to this upward population trend. Whilst migration flows are extremely difficult to predict, due largely to the influence of economic factors, the CSO estimates that inward migration will range from 25,000 to 51,000 per annum until 2021.

BOLBROOK ENTERPRISE CENTRE
AVONMORE ROAD TALLAGHT DUBLIN 24
TEL: +353 1 4145700 FAX: +353 1 4145799
EMAIL: INFO@EQUALEMERGE.IE WEBSITE: WWW.EQUALEMERGE.IE



An Roinn Fiontar, Trádála agus Fostaíochta
Department of Enterprise, Trade and Employment



EUROPEAN SOCIAL FUND
helping develop employment by
promoting employability, the business
spirit and equal opportunities and
investing in human resources



The environment to succeed



Galway City Partnership
Cathair/Ghairsíníocht Galway na Gaillimh



Foras Áiseanna Saothair
Training & Employment Authority



Cork City
Enterprise Board



South Cork
Enterprise Board

