

ZOOM on 2020

Insights, data,
stories and more.



PLACE

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What a year!

Going into this unprecedented year, we knew it was going to be pivotal for PLACE but little did we know what awaited us.

The year started with a clear intention - to start a three year loop of testing hypotheses that have emerged in the previous three years of experimentation on the question of migrant-led-innovation. (see p.36) These hypotheses have emerged from our close work with our users, newcomers to Europe and different stakeholders from private, public and civil society organizations, who want to capitalise on diverse talent. Our playing fields were four sectors where newcomers are struggling to make a dent - public leadership, business, entrepreneurship and media & the arts.

Yet COVID-19 drastically changed our lives in the early part of the year, another stream of our work required immediate change and adaptation - digital learning experiences for newcomers who were in an increasingly precarious position as the world transitioned online. In a remarkable sprint of creativity and innovation, the team created a foundation that will define PLACE's learning methodology in the coming years. A foundation that has been relentlessly tried and tested in 2020 over the course of three immersive programs, each lasting several months and involving significant volumes of both synchronous and asynchronous learning.

PLACE was born as a collective, by organisations and individuals who want to shift the migrant-narrative in Europe. In 2020, we further expanded the reach of the collective by creating joint brands with prestigious partners, with a clear foothold in the sectors where we are shifting the narrative. These partnerships are key in driving real and long term change.

The PLACE ZOOM on 2020 has been created to provide you a glimpse into our vision, our work in this unprecedented year and it is our hope that it impulses you to continue joining forces for another 3 exciting years of migrant-led-innovation and changemaking leadership..

Dive in and enjoy!



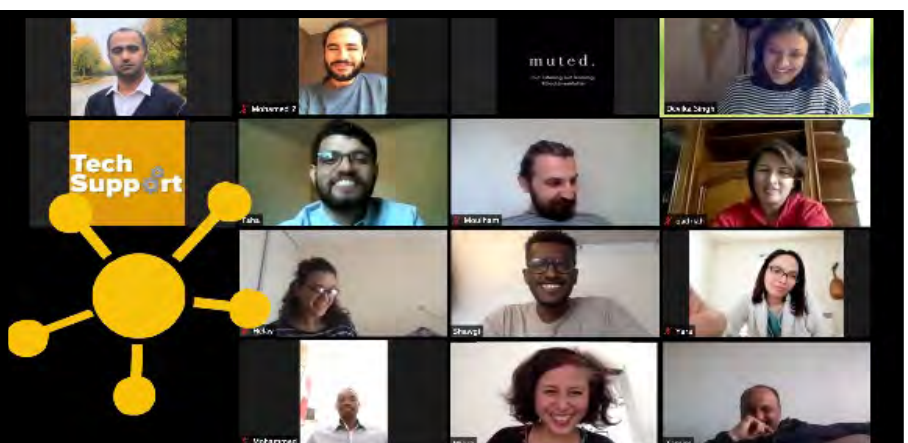
Highlights of 2020



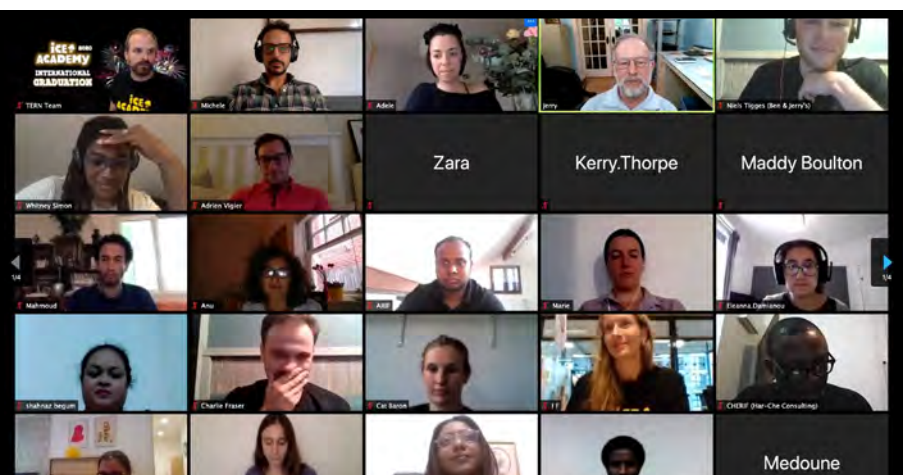
Inviting the PLACE community to gather in the heart of the first confinement—a beautiful word-of-mouth between participants since 2017 brought old and new friends together to check on everyone and spend time together



Launch of the Emerging Leaders program by PLACE and the German Marshall Fund of the United States at the Canadian Embassy of Paris on March 4th 2020.



Emerging Leaders learning and peer coaching during the first online PLACE Challenge in March 2020.



Jerry Greenfield, co-founder of Ben & Jerry's, sharing his personal story with participants to the Entrepreneurship, during the international celebration of Ice Academy on September 2nd 2020.

Sharing stories of resilience and showing up for others during one of the several online gatherings held by PLACE during the first lockdown, to gather strength and support in the community.



Interacting with Parisians during the Not So Fragile vernissage at the Maison des Métallos on September 27th, 2020



Launch of the Certificate in Innovation & Technology Management at Ecole des Ponts Business School on September 18th 2020.



The Catalysts of Emerging Leaders owned their own growth after 9 months of training at the Emerging Leaders Retreat on October 18th, 2020.





Our work in 2020

Our work in 2020 focused on 3 models of impact: fellowships, Innovation Labs, and training of trainers.

Innovation Labs and training of trainers are what made our reputation - giving the means to migrants and refugees to lead high-paced immersive experiences where they learn innovation methodologies. We continue to do these with enthusiasm and much success, and now online as well as in physical set-ups.

Yet we added another dimension to our work by building an elaborate fellowship model. A highly selective process brings us high-potential profiles in each sector, who are trained intensively during 4 to 9 months, depending on the sector. Their training is formally certified by a prestigious sector-specific partner. This is an investment in people who, we believe, will pave the way for others in their sectors. They are the Catalysts. You will meet some of them in these pages.

Our work in 2020

44

Catalysts in public leadership, business and entrepreneurship (4 to 9 month fellowships)

81

learners in Innovation Labs or Challenges (immersive physical and online events)

12 ★

former participants trained to lead PLACE programs (training of trainers)

32 🗣️

globally-based Coaches, selected and trained in next-generation coaching methodology

27 🔍

Experts mobilised to give industry-relevant live feedback

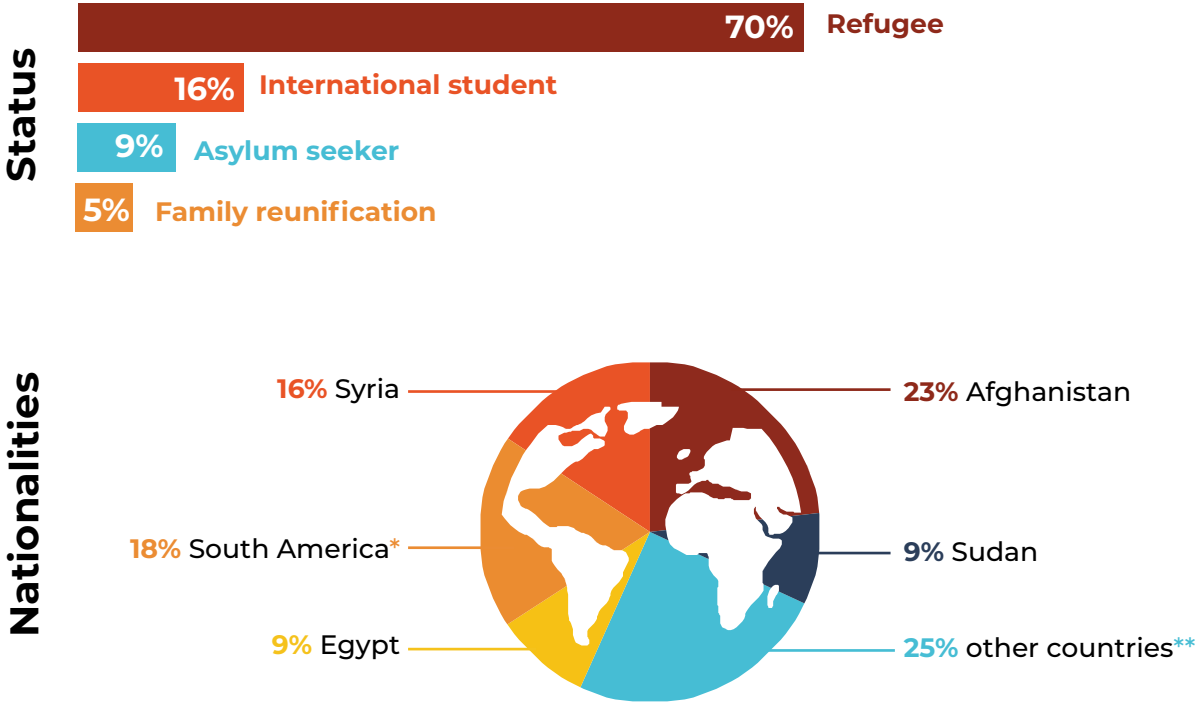
3155 📢

people impacted by our thought leadership platform “Stories of place”

121 😊

participants to our public events on migrant-led innovation

Who did PLACE work with in 2020?



*Colombia, Ecuador, Uruguay, Brazil, Perú & Venezuela

**Palestine, Pakistan, Bangladesh, Tibet, Vietnam, Eritrea, Kenya, Yemen, Somalia



Overview

PUBLIC LEADERSHIP |



Kick-off Emerging Leaders - Canadian Embassy - March 2020

WHY

Bring new voices to the table by accelerating newcomers in strategic networks and influence the fields of civil society in Europe.

HOW

Emerging Leaders
9 month fellowship program, certified by The German Marshall Fund of the United States.

Online Challenges
Immersive online challenges, facilitated by migrant & refugee leaders, for participants of U.S. Embassy Youth Ambassadors, Women2Women and Start US Up programs.

G | M | F The German Marshall Fund of the United States
STRENGTHENING TRANSATLANTIC COOPERATION



BUSINESS |



Kick-off CITM - Ecole des Ponts Business School - September 2020

WHY

Unlock and empower newcomer talent to access meaningful employment in the corporate sector and accelerate its evolution.

HOW

The Certificate in Innovation & Technology Management (CITM)
6 month university certificate program, certified and delivered in partnership with Ecole des Ponts Business School.



ENTREPRENEURSHIP |



Innovation Lab with Konexio - February 2020

WHY

Boost innovative projects by newcomer entrepreneurs, from idea to live user testing, and bridge them with the Parisian entrepreneurship ecosystem.

HOW

Ice Academy
4 month pre-incubation program, run in collaboration with TERN (London) and Delite Labs (Amsterdam) and certified by Ben & Jerry's Europe.

Innovation Labs
Pop-up innovation labs, facilitated by migrant & refugee leaders, for Konexio and the SINGA Incubator.



MEDIA & ARTS |



Not So Fragile exhibition at No Frontiers Festival - September 2020

WHY

Change the migrant narrative through empowered representation and amplification of newcomer voices across multiple forms of media.

HOW

Stories of PLACE
Storytelling platform and regular Loudspeaker newsletters sharing stories of migrant-led-innovation.

Not So Fragile
A touring exhibition to link migration with personal strength, launched for the No Frontiers festival at the Maison des Métallos.

STORIES OF PLACE





PUBLIC LEADERSHIP

Emerging Leaders

11 young professionals whose skills and value have been validated and who are in contact with important networks in the public leadership space.

Certified by

G | M | F

The German Marshall Fund
of the United States

STRENGTHENING TRANSATLANTIC COOPERATION

Migrant-led Challenges

2 Immersive online learning experiences for 24 young leaders in the public space from U.S. Embassy programs in France - entirely led by migrant & refugee facilitators.

With



“ At GMF we define leaders as catalysts who inspire and bring new outlooks. We believe that the Emerging Leaders program has succeeded in forming new leaders that will be pertinent to change in their respective fields. We need leaders such as yourselves at all levels. ”

Kristel Ba

Program Officer for Inclusive Leadership
German Marshall Fund of the
United States

“ PLACE Challenges brought together migrants and US alumni from diverse backgrounds and ages to become catalysts and leaders, to be trained and work together on their communication and leadership skills. We hope that developing their soft skills will help them to achieve their personal and professional goals, in entrepreneurship or community service for instance! ”

Charlotte Bardsley

Public Affairs Specialist for the Department of State
- United States Embassy

PUBLIC LEADERSHIP



Emerging Leaders program

Who are the people we impacted?

Out of 48 people sourced, 11 Catalysts underwent an intensive training in public leadership for 9 months in a hybrid set-up.



5 countries

50% men **50%** women



5 Crew members trained in facilitation

9 refugees **2** asylum seekers

How did we make it happen?

41 hours of online Challenges and feedback sprints

hours of online Challenges and feedback sprints

12 experts were mobilised to give industry- relevant and real-time feedback

experts were mobilised to give industry- relevant and real-time feedback

11 coaches provided **38** coaching sessions and an average of **3** hours each to Catalysts

coaches provided **38** coaching sessions and an average of **3** hours each to Catalysts

How did the growth take place?

	Certified as meeting industry standards	Certified as exceeding industry standards
Future of Work skills acquired		
Communication & Goal setting	100%	9%
Persuasion & Body intelligence	100%	57%
Strategic thinking & Negotiation	100%	50%
Management & Collaboration	100%	36%
Digital campaigning & Social media literacy	100%	56%



Migrant-led Challenges for U.S. Embassy programs

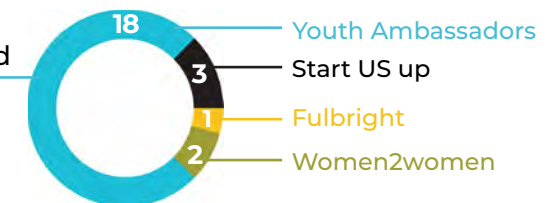
Who are the people we impacted?

24 people of the U.S. Embassy network

21% men **79%** women

21% aged 16-20 **12%** aged 20-30 **12%** aged 30-40

4 programs represented



How did we make it happen?

5 Crew members trained in online facilitation

Crew members trained in online facilitation

7 hours of immersive and facilitated online learning

hours of immersive and facilitated online learning

2 experts mobilised to give industry- relevant and real-time feedback

experts mobilised to give industry- relevant and real-time feedback

How did the growth take place?

5 newcomers leaders are confident to facilitate online events with diverse audiences

24 people, primarily youth, built their capacity to make a strong impression in strategic networks

Meet some of the people behind Public Leadership in PLACE in 2020

A snapshot of the Catalysts, experts, coaches & Crew members who all played a role in bringing new representation & points of view to the public leadership space in Europe.

CATALYSTS



Lul
from Somalia
#AdolescentesCounselling
#MentalHealth
#ManagingOrganizations



Qadria
from Afghanistan
#EconomicalEmpowerment
#RuralDevelopment
#PovertyAlleviation



Moulham
from Syria
#HumanRights
#ArtsAndSociety
#InterfaithDialogue



Siba
from Sudan
#Teacher
#AdaptedEducation
#EarlyChildhoodEducation

CREW



Mohamed
from Egypt
#LGBTQ
#SRHR
#HealthEquity



Faten
from France
Manager and
Co-founder at
Possible Future

EXPERTS



Graham
from the USA
Co Founder at
Clear Admit
Founder at
Southwark Consulting

“
When Emerging Leaders began, we the Catalysts felt disconnected from the society we live in and aspiring to build great projects in our home countries.. We had very strong projects, but they were all related to our home countries. We were not connected to the spaces and networks we need, and we didn't know how to access them. Through Emerging Leaders we became connected, our aspirations and ideas became more engaging to our new society and France.
”
Mohamed
Emerging Leaders 2020



Diana
from Columbia
Talent & Diversity Specialist
Environment strategies
Purpose-driven business



Vikas
from India
Women's Education and Empowerment
Social and Gender Equality
Cultural Assimilation & Social Change

COACHES

Meet the coaches, experts, team and Crew of the program [here](#)

ENTREPRENEURSHIP

Ice Academy

12 early-stage entrepreneurs from refugee backgrounds built their capacity to turn problems into solutions through entrepreneurship.

Certified by



Innovation Labs

57 people from partner civil society organizations accelerated their projects through PLACE methodology: migrant-led Innovation Labs.

With



“ I wanted to offer a heartfelt thank you to our progressive partners who bring Ice Academy to life. 2020 has been a challenging year to deliver the programme, however our partners have shown great perseverance and agility... I look forward to continuing to see businesses launch and grow, and people thriving.

Matthew McCarthy
CEO, Ben & Jerry's

”

“ Ideations Labs with PLACE are enabling Konexio students to shape their ideas efficiently in order to carry out their group projects with a real impact. We really enjoy PLACE's approach and energy with our students. Every lab is a unique opportunity for our students to get to know each other and themselves better and learn how to work with their respective strengths.

Agathe Roujou
Program Manager at Konexio

”



ENTREPRENEURSHIP



Ice Academy program with Ben & Jerry's

Who are the people we impacted?

Out of 118 applicants, **12** were selected to develop their projects through weekly training over a four month period.



8 countries



100% Refugees



7 projects accelerated through live user testing

How did we make it happen?



20.5 hours of facilitated online learning

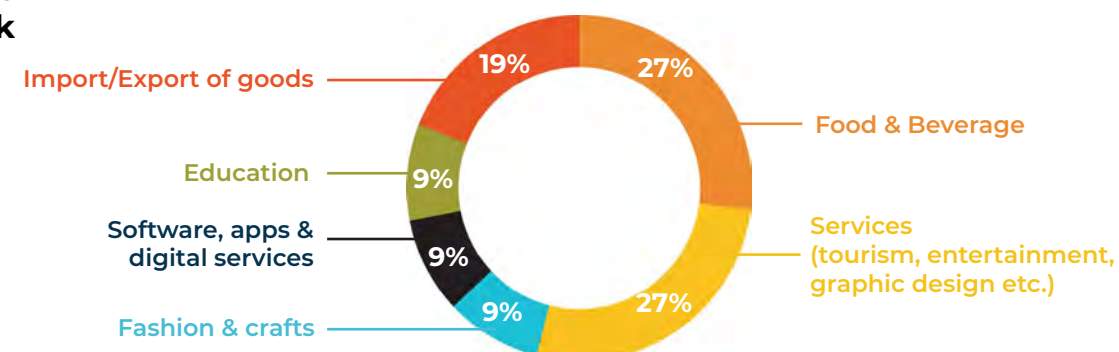


3.8 hours of asynchronous learning content



3.6 hours of peer coaching

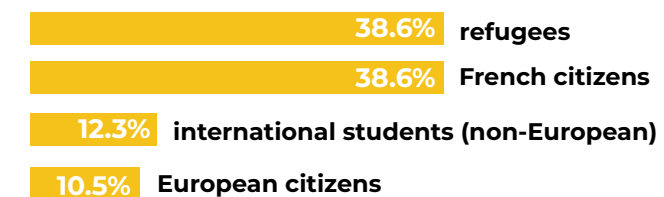
What types of projects took shape?



Innovation Labs

Who are the people we impacted?

57 participants from 2 civil society organisations (SINGA France and Konexio) were able to accelerate their projects using design thinking tools.

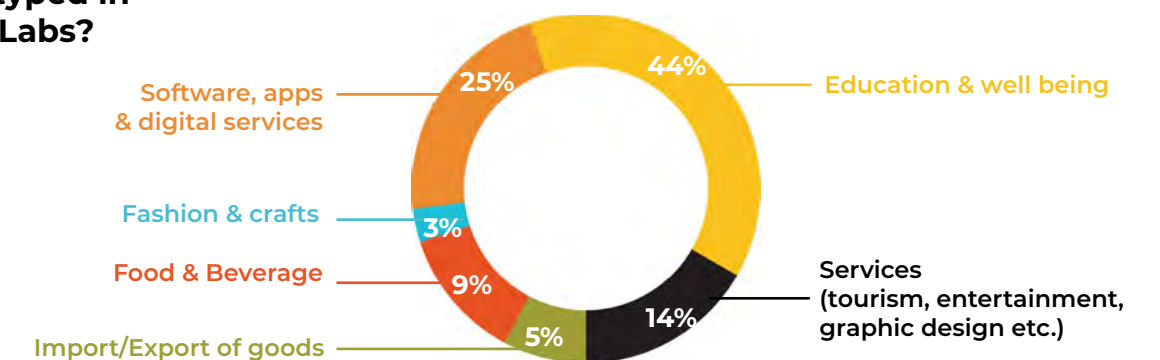


3 Innovation labs in Paris



4 Crew members trained to lead Innovation Labs

What types of projects were prototyped in Innovation Labs?



Meet some of the people behind Entrepreneurship in PLACE in 2020

A snapshot of the people who played a role in bringing new ideas and solutions to the Parisian entrepreneurial ecosystem in 2020.

CATALYSTS



Cynthia
from Kenya
#ANDROMarket
#UpcyclingFurniture
#TripleBottomLine



Lulwa
from Palestine
#SavageHummus
#SocialSafetyNet
#CommunityBuilding



Arif
from Bangladesh
#EasyOrder
#ImportExport
#InternationalTrade



Rafiullah
from Afghanistan
#SaveursdAfghanistan
#Gastronomie
#ChangeTheNarrative



Mahmoud
from Egypt
#YourRightsPlatform
#HumanRights
#ActivismSafety



Marie
from France
#Ben&Jerrys
#Activism
#PrivateSectorImpact

EXPERTS



Fred
from Germany
#TERN
#SocialEnterprise
#BusinessForGood



Serge
from Côte d'Ivoire
#SideHustle
#EverydayEntrepreneur
#Determination

CREW



Mathieu
from Madagascar
#InnovationFacilitation
#HumanCenteredDesign
#TechEntrepreneur

“
When I applied to the Ice Academy I was looking for an opportunity to turn my idea into a reality. At that time I felt that my idea was ready to take shape, but little did I know how much my idea would transform over the course of the program.
Mahmoud
Ice Academy 2020



BUSINESS

Certificate in Innovation & Technology Management

19 young professionals whose skills and value have been validated by experts and certified by a leading business school and who are in contact with leading organizations in the private sector.

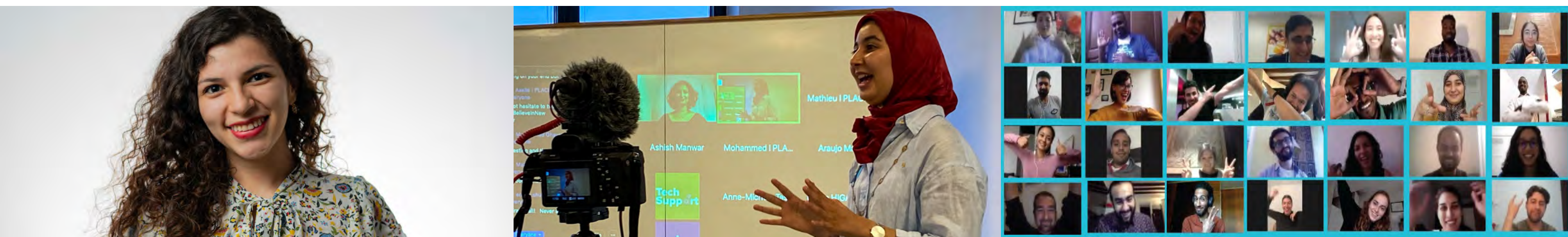
Certificated and delivered in partnership with



“ *This partnership with PLACE and this program is intended to help you surf on your own personal leadership to quickly play a role in French society in line with your abilities and potential. In French we can talk about savoirs (tools and expertise), savoir-être (knowing how to be and behave), savoir-faire (knowledge and know-how) and savoir faire-faire (knowing how to work effectively and manage others). I believe you will gain all of the above from this program.* ”

Alon Rozen

Dean & Professor of Innovation
Ecole des Ponts Business School

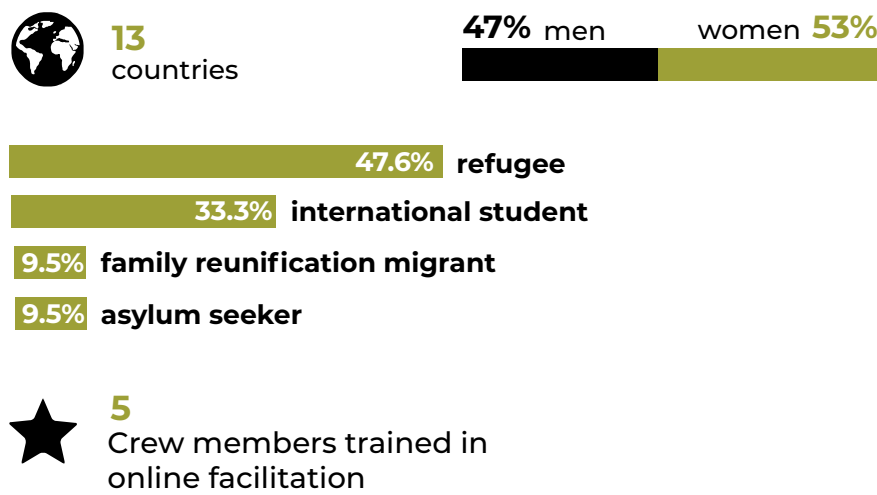


CITM
Certificate in Innovation and
Technology Management

Certificate in Innovation and
Technology Management

Who are the
people we
impacted?

Out of 87 applicants, 19 were selected for an intensive 6 month program to accelerate their careers in the fields of innovation and technology management in a completely remote setup.



How did the
growth take place?

Future of Work skills acquired	Certified as meeting industry standards	Certified as exceeding industry standards
Communication & Goal setting	100%	57%
Persuasion & Body intelligence	100%	40%
Strategic thinking & Negotiation	100%	55%
Management & collaboration	100%	36%
Digital campaigning & Social media literacy	100%	53%
Dynamic Business Modelling	100%	NA
Innovation & Technology Management	100%	NA

How did we
make it happen?

60 hours of online learning with PLACE & Ecole des Ponts Business School

12 hours of asynchronous learning content

21 Coaches provided **65** coaching sessions and an average of **3.1** hours each to Catalysts

16 experts mobilised to give industry- relevant and real-time feedback

Meet some of the people behind Business in PLACE in 2020

A snapshot of the people who played a role in unlocking the potential of newcomer talent to bring innovation and growth to the private sector.

CATALYSTS



Zia Ul Haq
from Afghanistan
#Tech4Good
#InformationManagement
#SocialImpact



Laís
from Brazil
#Management
#Teamwork
#Determination



Maaz
from Sudan
#InnovationManagement
#TechnologyManagement
#ActiveLeadership



Karam
from Sudan
#WebDeveloper
#ContinuousLearner
#InnovationManagement

CREW



Chris
from England
#Ebay
#SocialImpact
#BusinessForGood



Audrey
from France
#LOreal
#Recruitment
#DiverseTalent

EXPERTS



Catherine
from Singapore
#CoactiveCoach
#PersonalGrowth
#DigitalMarketing



Oladotun
from Nigeria
#ActionBasedCoaching
#Fintech
#FinancialInclusion

COACHES



Hanane
from Morocco
#DataArchitecture
#WomenInTech
#WomenInLeadership



Meet the coaches, experts, team and Crew of the program [here](#)

MEDIA & THE ARTS

Stories of Place

73 stories that are changing the migrant-narrative were diffused to a global audience of 3155 people.

Visit [here](#)

Not So Fragile

A touring exhibition using image and text to link migration with personal strength, and hence capacity for resilience, adaptation and inspired leadership. An interactive experience, open to children as well, to create a dialogue around strength, resilience and the fleeting shared feeling of fragility, led by people with a recent history of migration. A gamified experience based on products designed to curate a high-quality interaction between people of different backgrounds, languages and generations.

“ Seeing my story shared by PLACE felt like celebrating my achievements with the people who inspired me to succeed. It made me proud and happy that I may set an example for people like me who need the motivation to stand up and work towards their dreams. ”

Moulham Abou Kheir

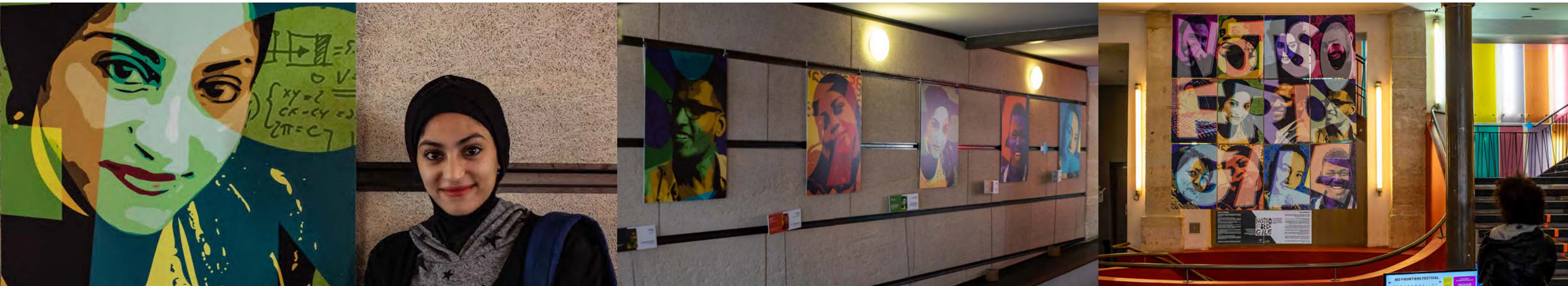
Emerging Leaders 2020, featured on Stories of place in ‘Newcomer Leaders in the COVID-19 Lockdown’

“ When I arrived in France no one asked this question, no one asked me if I felt strong and how I was feeling. While creating and sharing Not So Fragile it was the first time someone asked me that and was listening to me - I was finally shaping my own narrative. ”

Siba Karam

PLACE Catalyst and Crew





Not So Fragile

Who are the people we impacted?

50 

people who took part in gamified activities run by Crew members & Catalysts, around the subject of fragility, resilience and potential for leadership

7 

Crew members who co-hosted the expo at the Maison des Métallos

How did we make it happen?

12 

portraits of Catalysts linking migration with resilience



Layered artwork based on portrait photography. The patterns in the background are inspired by the stories of the people portrayed.



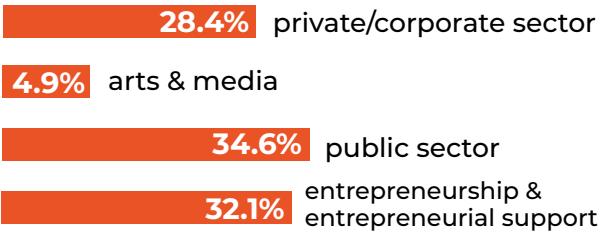
Stories of PLACE

Who are the people we impacted?

844 people who receive regular Loudspeakers

2311 social media followers

The active readers of the Loudspeakers represent the following sectors:



How did we make it happen?

30  stories of newcomer leaders actively changing the migrant-narrative

15  stories inviting readers into how PLACE accelerates talent

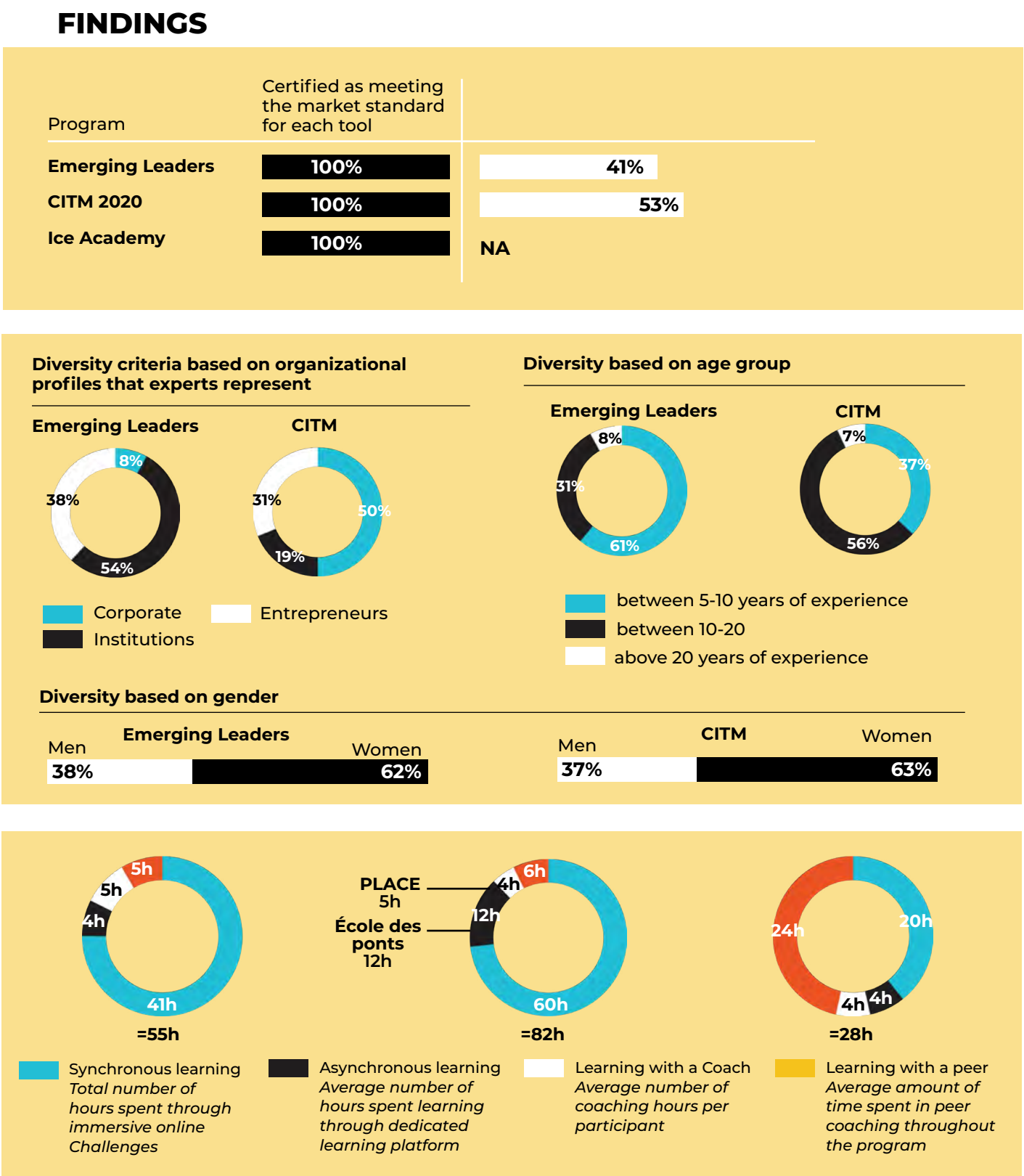
27  stories of future-facing organizations & initiatives leveraging migrant-led-innovation

This is how we innovate

Our approach: data-driven innovation

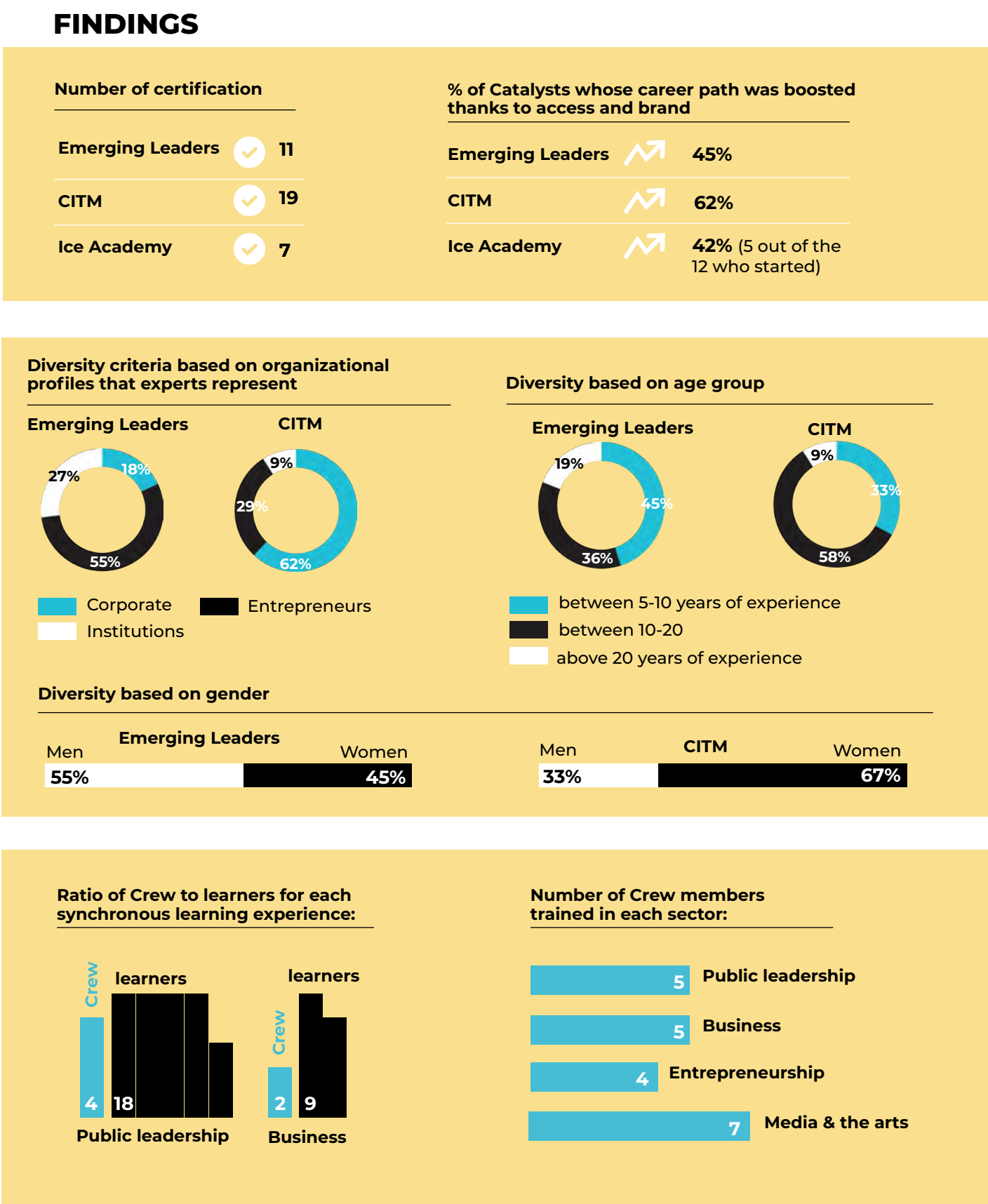


Our work is innovation, so our programs are built on a rigorous innovation methodology. We formulate observations from our past work and what we see happening in the sector. These observations are starting points for iterating our programs, things to do better on. In response to these observations, we formulate strategies to provoke change. These strategies we monitor closely in all our programs, to create learnings that are quantified and on which we can adapt our strategy over time. That’s the way we innovate consistently, and share our learnings with our ecosystem. Here, we share some of the observations, strategies and data points that defined our work in 2020.



This is how we innovate

Our approach: data-driven innovation



PLACEmakers

Together we made it happen!

Across the four sectors in which we are creating avenues for newcomer talent, the collective of PLACEmakers is present to drive this change. Influential organizations in the private & public sector, as well as some outstanding civil society organizations, our partners powerfully and purposefully act in changing the migrant narrative. In a year like no other, we were proud to work alongside this eclectic and impact-driven collective.

PLACEmakers:

//pleismeikə(r)z / Noun. Plural.

Doers across sectors who are turning Europe in a place where migrant-led innovation happens naturally.

Strategic partners



BMW Foundation
Herbert Quandt

 **École des Ponts**
business school


Canada

TERN

L'ORÉAL

la Ruche
ENTREPRENDRE
INNOVER
PARTAGER

G | M | F The German Marshall Fund
of the United States
STRENGTHENING TRANSATLANTIC COOPERATION

**Le Jardin
d'Acclimatation**


maisondesmetallos.org

**parc
Astérix**
PARIS

IESA
arts & culture

**les
halles
civiques**

What's up in 2021?

Newcomer talent for our changing economies

Through our multiple programs and our growing storytelling platform, we will continue with our unique data-driven approach to driving migrant-led-innovation in Europe. We will be creating more curated insights for you to understand how the sectors of public leadership, business, entrepreneurship and media & the arts in Europe are reacting to newcomer talent and in turn how newcomer talent is shaping these sectors through influence.



Breaking the glass ceiling

We want to break the ceiling in public leadership in Europe and we have the BMW Foundation Herbert Quandt at our side to make it happen! The BMW Foundation Herbert Quandt brings a host of networks and years of experience in working with diverse leadership and our joint aim is to enable newcomers to position themselves as an important voice in public leadership.

Meanwhile, and for the third year in a row, we will collaborate on our entrepreneurship program, Ice Academy, with Ben & Jerry's France. By creating innovative partnerships within the Ben & Jerry's supply chain, we will continue to create employment opportunities for refugees, and simultaneously provide spaces where their ambitious entrepreneurial projects can take off.



Accelerating learning through representation

Representation plays a key role in accelerating the acquisition of skills and nuanced codes. Meanwhile there is an increasing need for professionals across all sectors to motivate and facilitate teams online. For PLACE, these two needs go hand in hand and have inspired the creation of the PLACE Facilitators Program for Online and Remote Collaboration. Over the last three years through Innovation Labs and Challenges, we have trained a team of newcomer talent to facilitate workshops, training, meetings that have supported organisations in Paris, Berlin, London and Munich. The facilitator's program will be a continuation of this work, ensuring newcomer leaders continue to position themselves powerfully in spaces of interaction and complex collaboration.

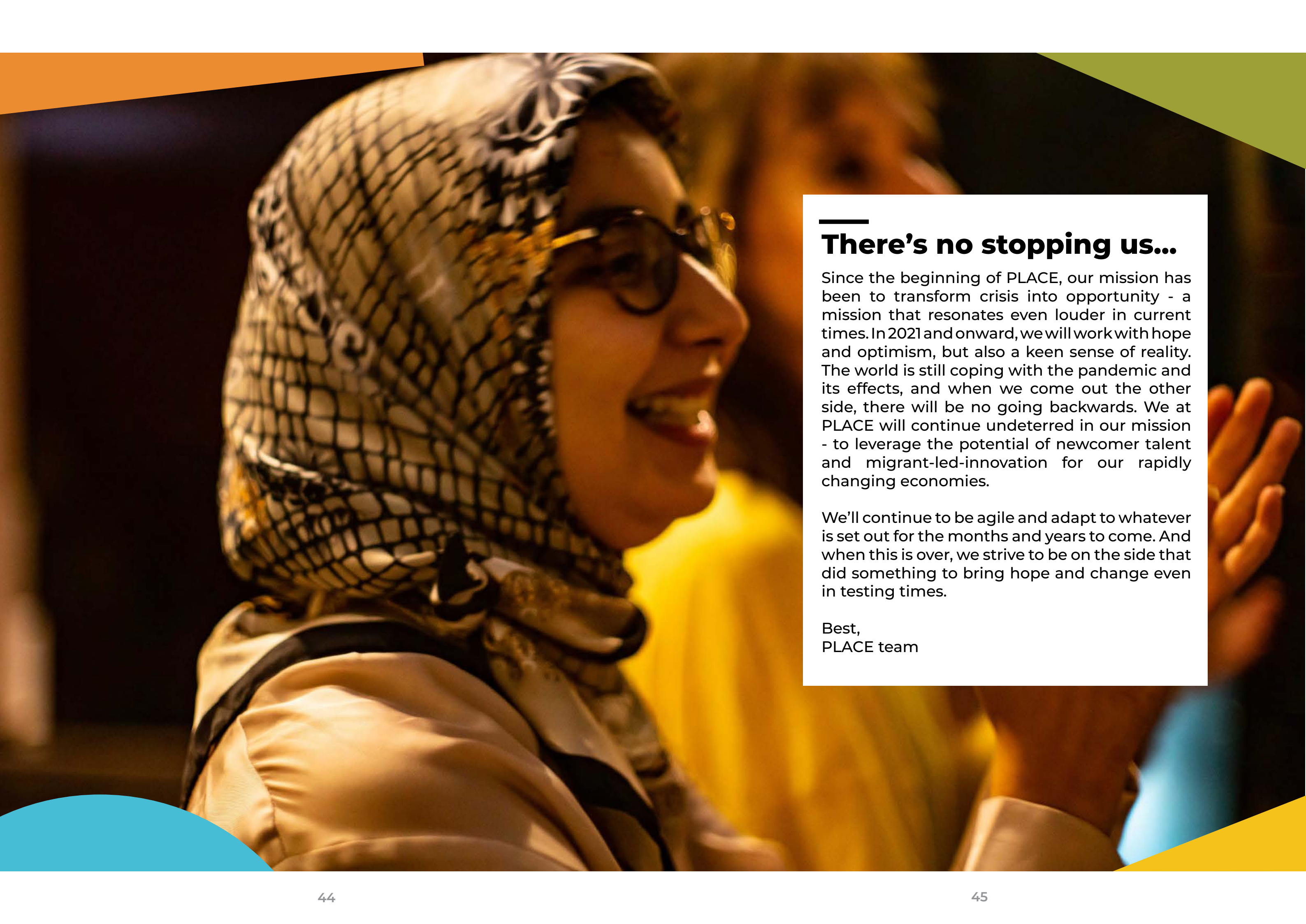
On another level, PLACE is ensuring that migrant voices are not only present in the facilitation of cutting edge learning content, but in its creation as well. Through a collective of university, incubator and think-tank partners from across Europe, PLACE is also kicking off its role in the MIG.EN.CUBE project to ensure that the lessons learnt by migrant and refugee entrepreneurs in Europe are passed on to mainstream incubators in Europe so they can accelerate newcomer talent more powerfully.



Action based learning across borders

Through our programs, we will continue to innovate on our learning methodology by creating immersive setups both online and offline to push newcomers to get out of their minds to go find answers for themselves in the world. We are building a whole set of toolkits for newcomers to test their ideas in a courageous way, to hold important spaces in leadership circles, to go out and take the world by storm.





There's no stopping us...

Since the beginning of PLACE, our mission has been to transform crisis into opportunity - a mission that resonates even louder in current times. In 2021 and onward, we will work with hope and optimism, but also a keen sense of reality. The world is still coping with the pandemic and its effects, and when we come out the other side, there will be no going backwards. We at PLACE will continue undeterred in our mission - to leverage the potential of newcomer talent and migrant-led-innovation for our rapidly changing economies.

We'll continue to be agile and adapt to whatever is set out for the months and years to come. And when this is over, we strive to be on the side that did something to bring hope and change even in testing times.

Best,
PLACE team

This is what four years of migrant-led innovation look like.

