



Politecnico di Milano

Department of Management Engineering

M.Sc. in Management Engineering

“Systemic Review of Immigration phenomenon in Italy and Introduction and Implementation of the Social and Sustainable Business Model Canvas within NGO Dealing with Immigration”

Prof.

Giancarlo Vecchi

By:

Yahia Abdelrahim

853974

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Abstract

English

As Italy becomes a main destination for immigrants in the last 10 years, despite the economic crises in 2008, and considering that the number of immigrants coming to Italy in the last recent years is decreased comparing to the one after the economic crisis and the revolutions and wars in Middle East and North Africa, still immigration seen as a problem in Italy, especially illegal immigration where we can see it gets more focus from both political and public attention.

This thesis gives insights on immigration phenomenon in Italy, with the literatures provided on immigration definition and background, integration, followed by brief description of the Italian immigration policies and legislation, asylum request procedure and reception system, to provide strong understanding its historical and current situation, and finally to come up with clear conclusion, future expectation and recommendations, that help in managing immigration issues.

The second part of the thesis is focused on the introduction and implementation of the Social and Sustainable Business Model Canvas within NGO working in the field of immigration. Starting from a literature on social business and business model for Non-profit organization to show the co-relation between immigration and this model, to show how it can be used as a useful tool by NGOs, how to implement it within its operation and activities for possible improvements and come up with better solutions that align with its social mission, capturing and delivering social values, and the need of working in a sustainable way to face the challenges comes from this phenomenon.

Moreover, the thesis consists of a practical work to be done in a selected organization (Naga), an organization working with immigration issues, in Milano, a city which becomes one of the most hotspot of immigration in the recent years, as it has many immigrants coming, with more work and support are needed. Starting from analysing the current situation of the selected organization (As IS situation) and its learning process to understand its operations, activities and find out the difficulties and challenges it has to come up with possible improvement and development of both inter-organizational factors and intra-organizational relations through implementing the social and sustainable business model which is the start point to come up with different proposals the organization can conduct to improve its overall situation and provide better services and solutions answering the immigration needs, as well as the social needs and enhance the sustainability.

The last chapter of the thesis consists of conclusions, recommendations, opinions and future expectations regarding the immigration policies and situation in Italy.

Key words: Immigration policies, integration, immigration, immigration background, Asylum, Reception system, social business, social and sustainable business model canvas, immigration and business model, Non-profit organization, Learning process of organization, social value chain and Social impact measurement.

Italian

Mentre l'Italia diventa una destinazione principale per gli immigrati negli ultimi 10 anni, nonostante le crisi economiche del 2008, e considerando che il numero di immigrati che arrivano in Italia negli ultimi anni è diminuito rispetto a quello dopo la crisi economica e le rivoluzioni e guerre in Medio Oriente e Nord Africa, ancora l'immigrazione vista come un problema in Italia, in particolare l'immigrazione clandestina, dove possiamo vedere che ottiene maggiore attenzione da parte sia di attenzione politica che pubblica.

Questa tesi fornisce approfondimenti sul fenomeno dell'immigrazione in Italia, con le letterature fornite sulla definizione e il background dell'immigrazione, l'integrazione, seguita da una breve descrizione delle politiche e della legislazione italiana sull'immigrazione, procedura di richiesta di asilo e sistema di accoglienza, per fornire una forte comprensione della sua situazione storica e attuale e infine di arrivare a conclusioni chiare, aspettative e raccomandazioni future, che aiutano a gestire le questioni relative.

L'altra parte della tesi è incentrata sull'introduzione e l'implementazione del Modello di Telaio Aziendale Sociale e Sostenibile all'interno di ONG che operano nel campo dell'immigrazione. Partendo da una letteratura sul social business e modello di business per l'organizzazione senza scopo di lucro per mostrare la correlazione tra immigrazione e questo modello, per mostrare come può essere usato come uno strumento utile dalle ONG, come implementarlo nel suo funzionamento e attività per possibili miglioramenti e trovare soluzioni migliori che si allineano con la sua

missione sociale, catturando e offrendo valori sociali, e la necessità di lavorare in modo sostenibile per affrontare le sfide viene da questo fenomeno.

Inoltre, la tesi consiste in un lavoro pratico da svolgere in una organizzazione selezionata (Naga), un'organizzazione che si occupa di questioni relative all'immigrazione, a Milano, una città che diventa uno degli hotspot più migratori negli ultimi anni, in quanto ha molti gli immigrati che arrivano, con più lavoro e supporto sono necessari. Partendo dall'analisi della situazione attuale dell'organizzazione selezionata (come situazione IS) e del suo processo di apprendimento per comprenderne le operazioni, le attività e scoprire le difficoltà e le sfide che deve affrontare il possibile miglioramento e sviluppo di entrambi i fattori inter-organizzativi e intra - relazioni organizzative attraverso l'implementazione del modello di business sociale e sostenibile che è il punto di partenza per presentare diverse proposte che l'organizzazione può condurre per migliorare la sua situazione generale e fornire servizi e soluzioni migliori rispondendo alle esigenze di immigrazione, nonché ai bisogni sociali e migliorare la sostenibilità.

L'ultimo capitolo della tesi è costituito da conclusioni, raccomandazioni, opinioni e aspettative future riguardanti le politiche e la situazione dell'immigrazione in Italia.

Parole chiave: Politiche sull'immigrazione, integrazione, immigrazione, background dell'immigrazione, asilo, sistema di accoglienza, business sociale, modello di business sociale e sostenibile, modello di immigrazione e business, organizzazione non profit, processo di apprendimento dell'organizzazione, catena del valore sociale e misurazione dell'impatto sociale.

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Finally, and foremost, I would like to thank my family; especially my mom: **Ameera Abu Shairah**; my brothers **Abdelrahim** and **Mohammad** and my lovely sisters **Mariam** and **Mais**, for the huge support I always get from them, despite we live in different countries. As well as my **best friends** for best time and moments we have together and for their great support and great feeling.

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Chapter 1. Introduction

1.1 Introduction

Immigration is considered as a huge phenomenon in Europe, in the last few years the number of immigrants coming to Europe is increasing due to several factors, this increasing puts the European countries in situation where they should learn better how to deal and handle these flows of migrants especially when migrants are more culturally diverse groups, who left their origin countries due to instability and war such as in places the situation in the Middle East, Africa, and Eastern Europe. Immigration policies is important for both managing the immigrants and integrating procedure to be part of the community, beside this, it is important to keep the stability of the country and well-being of the people. Immigration policy is influenced by politics, economics, cultural, factors and other factors as well as the influence of the European Union which, as it has a main rule in controlling this issue and decide who enters these countries and the level of integration.

In Italy, Immigration is a relatively recent phenomenon. Up until the 80s, Italy was considered a sending country for immigrants rather than a receiving country. In the 19th, century, since Italy's unification century, Italy has been a country of emigration, as millions of Italians migrated to the Americas and other places in Europe for both economic and political reasons. Few numbers also migrated to North Africa during the colonialism period in Italy. In history, it is recorded that Italy has the largest voluntary emigration, about 24 million have left the country between 1880 and 1965.

The economic factors were the main reasons of Italians emigration. After its unification in 1861, crises in sectors such as agriculture and manufacturing dramatically reduced the incomes for the people in rural area and launched the first emigration flows. Also, in the following decades emigration remained high, as the Italian economy was not able to generate enough jobs. Italian emigration 19th century was mainly for other European countries, later, in the beginning of 20th century it was toward non-European countries such as USA, then after the world war 2, emigration was again to European counties, mainly to neighbour countries such as Germany as well as Belgium.

Another pattern, The Italian internal mobility, that is driven by the shrinkage in agriculture sector and the growth in labour demand in manufacturing. It has two dimensions, first: urbanization and second: the movement from the south to the both centre and north areas. This internal mobility which was on the mid of 20th century created a social impact, as some areas in the north such as Milan and Turin have become more populated, on the other side, areas in the south became less populated.

This phenomenon puts the EU, represented by its member in a situation where they must face the challenges and deal with the problems resulted from immigration in a structural and planned way that give a better solution for both EU communities as well as the immigrants in terms of reception, hospitality, integration and residing. Each country face different challenges, depending on several factors, the number of arrival, the laws and policies of immigration, economic and cultural situation and the capability of hosting immigrants.

(Zincone, 2005) (Belmonte, 2012) (Salvatore, 2011)

1.2 Research Problem

This thesis is intended to give insights about the immigration issues in Italy, especially in Milano. It is divided into two parts;

First Part - Immigration background in Italy, immigration laws, legislation and policies, immigration reception system.

The first part will focus in the immigration background in Italy, considering different factors; political, economic and social ones, as the thesis will analyse the past and current immigration situation in terms of laws, legislations and immigration policies which through the year have a huge impact on the immigration issues. As Italy is considered a new country of destination for immigrants, this increase the importance of these issues and create several problems and challenges the country must face and deal with, with the lack of immigration policies, as well as lack of implementation and other factors that help in organizing and managing the flows of immigrants, also the type of procedure the country should apply in terms of reception system, accepting and hosting them and immigrant's documentation. This analysis will highlight the current situation to come up with better solution and recommendations help in facing these problems and challenges.

Second part – The introduction of the social and sustainable business model canvas and to implement it within an organization of the 3rd sector, which is working on the immigration issues, to come up with the results showing how the introduced model help in improving the current situation of the organization in terms of managing immigration for better solutions to this phenomenon.

1.2.1 Social Point of View

This research takes place in the context of Italy, especially in Milano, as it is considered a new destination for immigrants in Italy. The increasing of immigrant's number arrived in Italy, due to several factors puts Italy as country in situation that never dealt with before or at least the situation was under control as Italy was not considered as a destination for immigrants in the last decades of 20th century. With the huge challenges and problems created, this phenomenon in Europe and especially in Italy is gaining more importance needs a huge collaboration and coordination between all the actors involved, external and internal, public and private ones, starting from the government and its policies, legislations and laws, as well as the 3rd sectors including NGOs, businesses and other implementers concern about immigration issues. As well as the EU which has a main role in controlling immigration issues on each European country.

To explore the better solutions for facing these challenges and identify the opportunities for the organization of the 3rd sector, this study focuses on identifying sustainable way helps them to deal with the these challenges, to understand more the situation in terms of collaboration with different actors and complying with national laws and policies in order to act in better way and find the opportunities for improving their current situation that give benefits to all actors and reduce the difficulties resulting from this phenomenon by creating sustainable solutions to be implemented in the long term.

1.2.2 Scientific Point of View

This research sets initial steps to the development of a social and sustainable business model to be incorporated with the current business model of the organizations of the 3rd sector. Practice and real-life examples of one NGO yet to be described. As the goal of the 3rd sector organization are based on creating value and deliver services to its beneficiaries, also as they

considered as an important actor which has huge impact and role on the immigration issues, as well as the work and collaboration between each other and/or with other actors involved in the same issues to get better solution for facing the resulted challenges and problems, they are considered to be fit for this research where this model can be integrated into their current business model. Although this qualitative research provides insights into the current practices and state and aims to improve it through integrating the social and sustainable business model canvas to their current business model, it could be followed by developing metrics for quantitative research to test the performance of the NGO incorporating sustainability into their current business model.

1.2.3 Current State-of-Art

In the recent years the term ‘Sustainability’ has gained more importance and this topic is a widely discussed one in research and addressed by many scholars. But at the same time the interpretation of this topic has a widely variation. One of the most cited definition of sustainability is done by WCED (1987), which states that sustainability entails the protection of the environment and natural resources as well as the protection of the social and economic welfare of present and future generations. From this definition, it is shown that sustainability contains of three ‘columns’ (Hansmann, 2012). They are: the social, economic and environmental one. It shows from these three columns that the social welfare cannot be disconnected from economic performance and the economic welfare is created by society. The environment one is a bit more independent one, as it is not created in its essence by society, however, it is influenced by the behaviour of society. Therefore, this research emphasizes on the social and sustainability in the business model within NGOs. The way how they can integrate the social value and sustainability into their current business. Innovation is essential for sustainability. The discussions on this area concentrate on organization strategy to increase their values and create positive social impacts by modifying their current state and/or creating products or services with social values. For improving the processes and/or products and services, innovation is often expensive, with the time constraint as well as the need of considerable investment, both for the research as for the specific resources (Benn, 2009); (Avery, 2005). Because of these reasons, it has been discovered that a successful organization does not have innovation only for its services or products (Mieg, 2012), but also, they promote

innovation in its business model and the way it has in delivering values to their potential consumers and converts them into profit (Lindgardt, 2009); (Massa, 2013)).

This paper will show the competitive advantage of an organization, that can combine the social and sustainable business model canvas to its current state. Identifying sustainability practices in the light of the underlying values in a business model framework enhances the practical usage of this study as well as the understanding of the introduced model.

1.2.4 Knowledge Gap

In Literature, sustainability is greatly assessed, however, the importance of sustainability is overlooked with business, especially for new one or entrepreneur, as mainly describes in small facets of business exercises. The introduction of sustainability and social business models can provide an interesting contribution towards a more sustainable way of doing business that have social mission. As this thesis focuses on immigration phenomenon in Italy, which has great social impact on the society and needs a sustainable practice to deal with its challenge and difficulties, the role of sustainability within NGOs, it requires a combination of theory on what is known about the development of these NGOs, the development of social and sustainable business models canvas. This is combined with information about business model for Non-profit and introduction of new business models to give practical implications of the theory.

1.3 Research Objectives

Regarding the research problems mentioned above, the main objective of this research is to identify the current perspective of NGO (a Case study with one NGO that is working in field of immigration) of the 3rd sector towards sustainability and how they can incorporate sustainability into their business model within the context of Italy, Milano. By which they have more ability to locate their actions, practices and decisions according to context, and show the business model characteristics enhance the practical usage of this research. Also, this research aims to identify and analyse the learning process of the NGO (the case study), if they do so, in terms of meeting the

needs of migrants and delivering their services, considering how the new business model canvas can help in improving thy way of learning inside the organization.

Eventually, the aim of this research is to come up with the following results:

- 1) To have a brief conclusion about the Italian immigration policies, legislation and procedure of application for immigrants, and to analyse the immigration background in Italy regarding the political factor and other factors; economic and social to identify their impacts on shaping the immigration procedure and on the actors involved.
- 2) To determine how business models of NGO can be considered for implementation of social and sustainable practices.
- 3) To clarify the contemporary attitudes of NGO in Milano towards social and sustainability practices and what are the components of their current BMC are affected.
- 4) To identify if the modification of the current BMC to the social and sustainability one can help more in managing immigration problems.
- 5) To identify the operational reconstruction of the operations used by the NGO (the case study) in delivering its services, of experienced drivers and the barriers in delivering social and sustainable values through the new business model.
- 6) To identify the learning process of the NGO (the case study) in terms of meeting the needs of immigrants and develop the new BMC in a way that improves this process for better services delivered.

1.4 Research Questions

To achieve the objectives of this research, these following research main questions are formulated:

How the immigration background in Italy played a role in shaping the immigration issues, what are the challenges raised up and how the changing and modification of immigration policies and legislation affects immigration issues?

How an NGO can apply the social and sustainable business model canvas to create social values and sustainable practices, what are the challenges and changes they encounter?

The following sub-questions are formulated to achieve a comprehensive answer of the main research questions:

Sub-question. 1: What is the current state of art of literature on immigration history in Italy, the immigration background and the legislation and reception system?

The goal of this research sub-question is to present the past and current situation regarding the immigration issues and policies, asylum request procedure and reception system in the national level to provide an in-depth understanding of the overall situation of immigration in Italy.

Sub-question.2: what the Social and Sustainable Business Model Canvas is, its features and how it can support the management of NGO with taking social and sustainable practices into account in their current business model and how they take them as a core value of their Business Model?

The goal of this research sub-question is to combine the current knowledge to the social and sustainable BMC. The case study (NGO) is analysed to get an in-depth vision on current performance regarding sustainability practices in Milano. These practices are evaluated in the context of the business model, according to the core values of the NGO. The result of this sub-question contributes to the understanding of the current sustainability practices of the NGO.

1.5 Research Approach

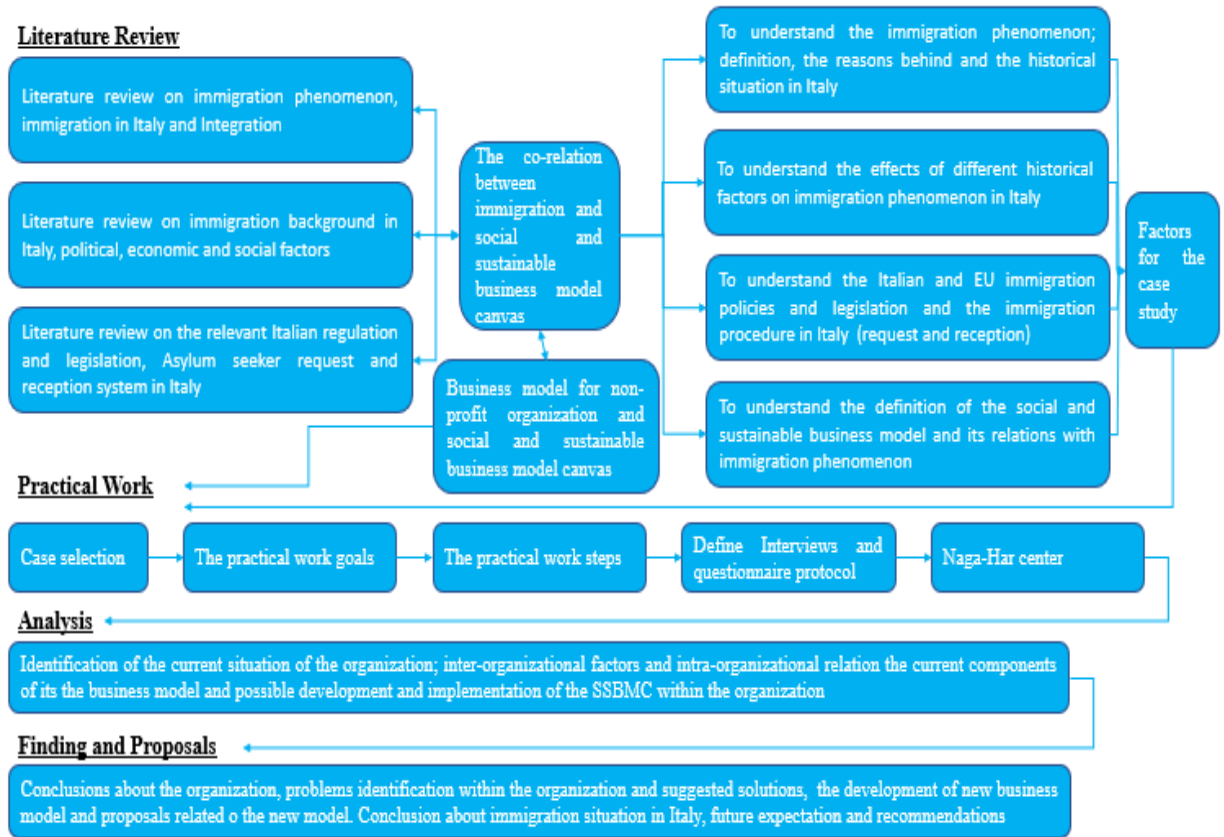


Figure 1: Research Approach

1.6 Answers to the Research Questions

- Main research question regarding the immigration phenomenon and first sub-research question

The literature done in chapter one and chapter is answering the sub-research question one and the main research question regarding immigration phenomenon, where the thesis provides a systemic and structured review and brief explanation of immigration issues in Italy, definitions, integration, background, policies and legislation, asylum request and reception system, conclusion, expectation and recommendation regarding immigration, these topics to give clear and easy understanding of the past and current immigration situation to come up with conclusions, expectation and recommendations help in managing and improving these issues.

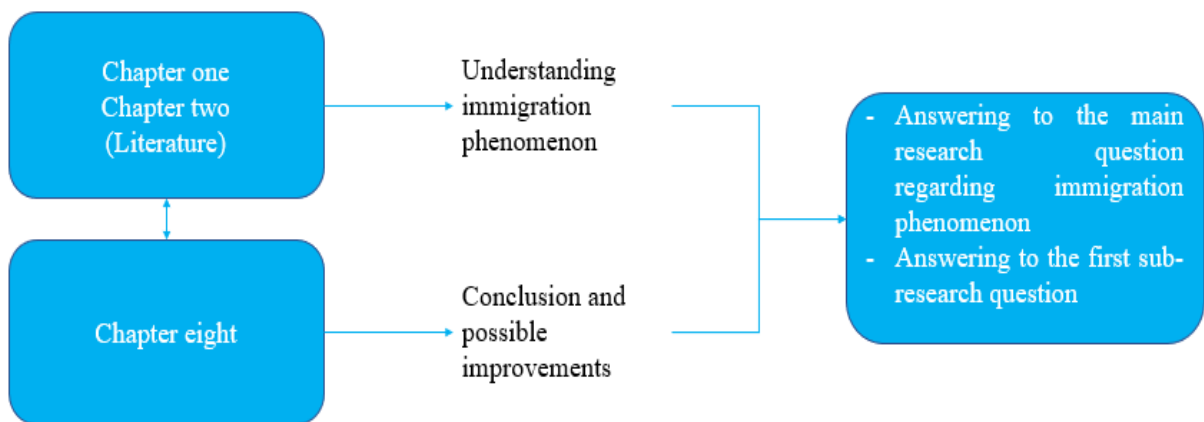


Figure 2: Answering Research Questions Regarding Immigration Phenomenon

- Main research question regarding the social and sustainable business model and second sub-research question

The literature review done in chapter three gives insights on the social business, business model for Non-Profit and the social and business model and help in understanding the co-relation between immigration and this field. This chapter is considered the base of second part of the thesis, as well as the practical work, as it is focused on the implementation of the social and sustainable business model canvas with the selected organization Naga, (deep analysis of Naga-Har centre), to come

up with different social and sustainable practices help Naga-Har in improving both inter-organizational factors and intra-organizational relations and develop better solutions to meet the need of its beneficiaries.

The practical work done with Naga-Har, (explained in chapter 5, 6 and 7), includes the analysis of both current situation and organization learning process and followed conclusions and proposals for Naga-Har, all together, give answers to the main research question (regarding the business model) and to the second sub-research question.

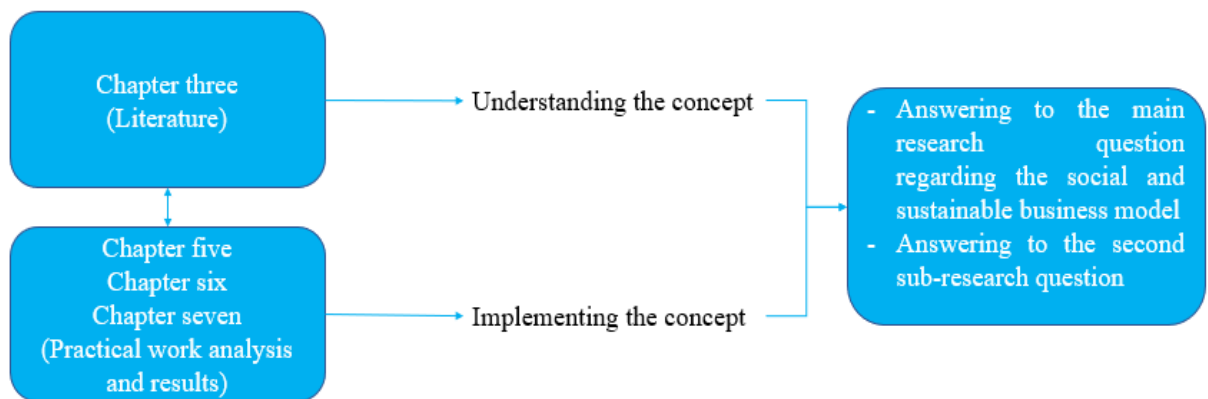


Figure 3: Answering Research Questions Regarding the Social and Sustainable Model

1.7 Thesis Structure

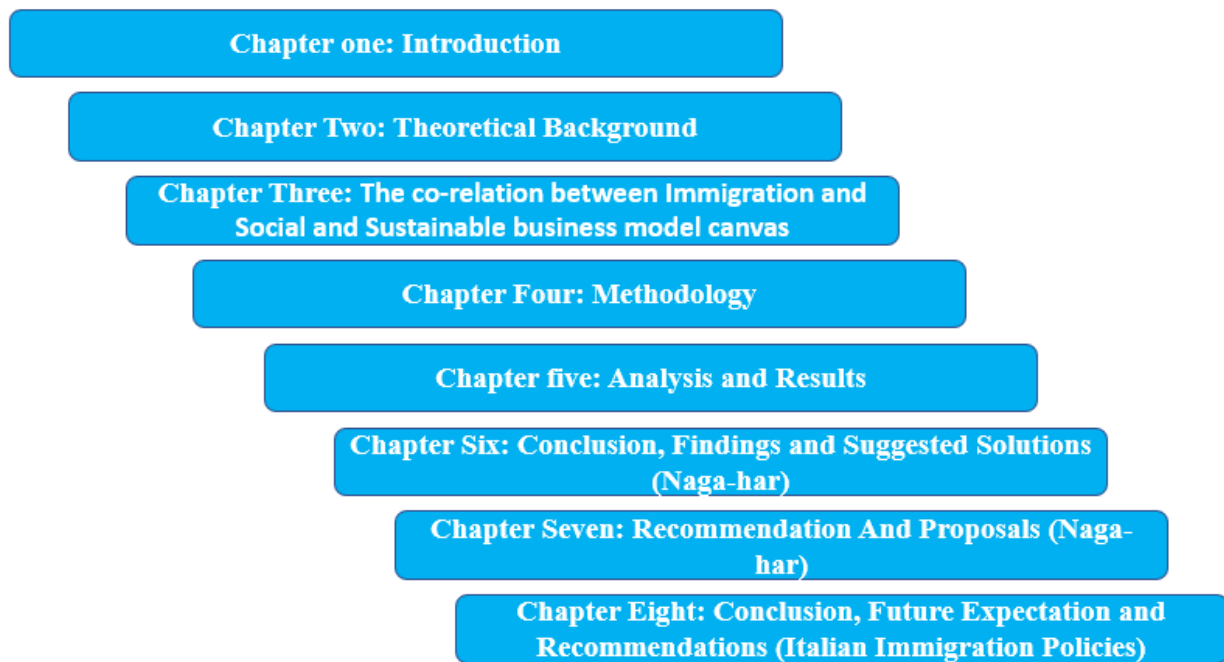


Figure 4: Thesis Structure

Chapter 2. Theoretical Background

This chapter serves to answer the first research sub questions. The chapter consists of five literature reviews, the first one presents literature on different definitions of immigration terms, the reason behind immigration, diversifying immigration and presents literature on immigration in Italy (emigration and Italy as a destination country), all in section 2.1. The second one presents literature on integration, process definition, dimensions and actors in section 2.2. The third one represents literature on Immigration Background and historical overview in section 2.3. the fourth one represents the Italian policies and legislation regarding immigration, the asylum request and the reception system in Italy, all in section 2.4 and 2.5.

2.1 Literature on Immigration Definitions, Reasons and immigration in Italy

The first part of the literature concerns about some definitions of the migration phenomena. Before going ahead with the introduction, especially the migration background in Italy, I will provide definitions of different key migration terms, as it is very important to know the meaning of each one and the difference between them. This lead to better understanding of migration phenomena and better analysis for this thesis.

2.1.1 Key Migration Terms

Emigration: The action of departure or exit from one state for a goal to settle in another one.

Immigration: When non-nationals move into a country for settlement.

Migration: The movement of one person or more like in groups, either within a state or across the international borders. It is a movement of population, including any kind of movement of people, no matter its length, composition and the reasons behind; it encompasses migration of refugees, displaced people, economic migration, and other persons who have other purposes, including family reunification.

Migrant: IOM defines a migrant as “any person who is moving or has moved across an international border or within a State away from his/her habitual place of residence, regardless of (1) the person’s legal status; (2) whether the movement is voluntary or involuntary; (3) what the causes for the movement are; or (4) what the length of the stay is”.

Irregular migration: Movement which is done outside the regulatory norms of the sending, transit and receiving countries. There is no exact or clear definition of irregular migration that universally agreed. From the destination countries perspective, it is to enter, stay or work in the country without having authorization or documents needed under regulations of immigration. From the sending countries perspective, the irregularity can be for example when a person crosses an international boundary without a valid travel document or passport or does not fulfil the administrative requirements for leaving the country.

According to UNHCR, there is a difference between migrant and refugee, the two terms have distinct and different meanings, and confusing them leads to problems for both populations.

Refugees “are persons fleeing armed conflict or persecution. There were 21.3 million of them worldwide at the end of 2015. Their situation is often so perilous and intolerable that they cross national borders to seek safety in nearby countries, and thus become internationally recognized as "refugees" with access to assistance from States, UNHCR, and other organizations. They are so recognized precisely because it is too dangerous for them to return home, and they need sanctuary elsewhere. These are people for whom denial of asylum has potentially deadly consequences”.

In the international law, refugees are defined and protected. The 1951 Refugee Convention and its Protocol (1967) as well as other legal texts, for example the 1969 OAU Refugee Convention, are the base of modern refugee protection. With the legal principles they enshrine that have permeated into countless the other laws and practices in international, regional, and national level. The 1951 Convention defines who is a refugee and its basic rights that the states should give to refugees. The refugees should not be expelled or returned to situations where their life and freedom would be under threat is one of the fundamental principles that laid down in the international law.

Migrants “choose to move not because of a direct threat of persecution or death, but mainly to improve their lives by finding work, or in some cases for education, family reunion, or other reasons. Unlike refugees who cannot safely return home, migrants face no such impediment to

return. If they choose to return home, they will continue to receive the protection of their government”.

the distinction between both terms is important for individual government. As each country has its own immigration laws and regulations to deal with migrants. But for, countries deal with them according to the norms of refugee protection and asylum that are defined in both national legislation and international law. There are specific responsibilities that each country has when anyone seeking asylum on its territory or at its borders. Countries also get help from UNHCR to deal with these situations and responsibilities.

(IOM, 2011); (UNHCR, 2016)

2.1.2 Push and Pull Factors

The purpose of this thesis is to explore the legal framework migration policies in Italy and mainly is focused on the organizational relations with and between different actors (government and the 3rd sector). For this, it is important to understand the reason of immigration, why people intend to leave their countries, especially the ones who face a high risk of losing their lives through the route they take to reach the destination countries, what are the problems in the countries of origin and what kind of attraction of destination countries that makes people leave their countries. I refer in a short overview to several factors lead to immigration.

Table 1 below refers to general factors lead to immigration, it refers to the problems in the countries of origin and Europe attraction. For our study, as we focus on the immigrants and refugees in Italy, later in this thesis through the introduction and literature review we explain why Italy becomes a destination country in the last recent years, as mentioned in this thesis, Italy received high number of immigrants coming from North Africa as a main route through the sea and immigrants from Middle East coming from another route to enter Europe through Turkey, this increasing number of immigrants is due to the different situations in the countries of origin especially after Arab spring that lead to conflict in Northern African countries, Tunisia, Libya and Egypt and also the hard situation in middle East and the war in Syria.

Factors	Countries of origin (Push factors)	Countries of destination (Pull factors)
Demographic factors and social infrastructure	Population growth, young age structure. Inadequate educational institutions and social security.	Stable population, population decline and demographic ageing. Welfare state benefits, educational institutions and social security.
Economic factors	Unemployment, low wages. Poverty, low consumption and living standard.	Labour demand, high wages. Welfare, high consumption and living standard.
Political factors	Dictatorships, shadow democracy, bad governance and political upheaval. Conflict, (civil)war, terrorism, human rights violation and oppression of minorities.	Democracy, rule of law, pluralism, political stability. Peace, security, protection of human and civil rights and protection of minorities.
Ecological factors	Ecologic disaster, desertification, lack of natural resources, water shortage, soil erosion and lack of environmental policy.	Better environment, environmental policy, protection of natural resources and environmental protection.

Table 1: Push and Pull Factors

(Kröger, 2010)

2.1.3 Diversifying Immigration

From 2016, slightly more than 5 million legal foreign citizens reside in Italy, which is about 9% of the population (60.6 million). On the other hand, less than 3 million migrants lived in Italy in 2006, and in 2010 slightly more than 4.5 million. There was a steady increasing in the migrant's number during the 90s and the 2000s but after 2011 it decreased due to the economic crisis.

The foreigners reside in Italy are coming from 196 countries, with Europe accounting for slightly more than half. Compared to the 70s and early 80s migration flows were mainly from South America and Central America and from Southeast Asia, in the following decades immigration has diversified and flows were mostly from Eastern Europe and North Africa. There was a balanced gender-wise in the migration, with women comprising around 53%. However, these significantly differ from one national group to another, with mostly men migrants from Middle East and sub-Saharan Africa, while from Eastern European, women are over-represented among migrants.

By December 31st, 2016, the number of foreigners in Italy reached 5047028, the table below shows some numbers of foreigners from several regions:

Region	Number of foreigners
Europe	2,607,668
Africa	1,047,254
Asia	1,019,714
Americas	369,555
Oceania	2,122

Table 2: Foreign Citizens: Resident Population by Sex and Citizenship on 31st December 2016, ". National Institute of Statistics (ISTAT)

(Demoistat, n.d.) (Ministerodell'Interno, n.d.)

2.1.4 Immigration in Italy (General)

2.1.4.1 Italian Emigration

Immigration is a relatively recent phenomenon for Italy. Up until the 80s, Italy was considered a sending country for immigrants rather than a receiving country. In the 19th century, since Italy's unification century, Italy has been a country of emigration, as millions of Italians migrated to the Americas and other places in Europe for both economic and political reasons. Few numbers also migrated to North Africa during the colonialism period in Italy. In history, it is recorded that Italy has the largest voluntary emigration, about 24 million have left the country between 1880 and 1965.

The economic factors were the main reasons of Italians emigration. After its unification in 1861, crises in sectors such as agriculture and manufacturing dramatically reduced the incomes for the people in rural area and launched the first emigration flows. Also, in the following decades emigration remained high, as the Italian economy was not able to generate enough jobs. Italian emigration 19th century was mainly for other European countries, later, in the beginning of 20th century it was toward non-European countries such as USA, then after the world war 2, emigration was again to European counties, mainly to neighbour countries such as Germany as well as Belgium.

Another pattern, The Italian internal mobility, that is driven by the shrinkage in agriculture sector and the growth in labour demand in manufacturing. It has two dimensions, first: urbanization and second: the movement from the south to the both centre and north areas. This internal mobility which was on the mid of 20th century created a social impact, as some areas in the north such as Milan and Turin have become more populated, on the other side, areas in the south became less populated. (Scotto, 2017)

2.1.4.2 Immigration Toward Italy-Italy as a Destination Country

After the period of Italian emigration in which Italy was considered as a sending country, new patterns came out, making Italy a destination country for immigrants, whether to settle permanently or as a station to cross or temporary staying. This has begun during the middle of 20th century as the demand for foreign workers and other factors has increased, it was considered as push factors for migrants toward wealthier countries, among them Italy. More recently, different political situations and economic factors in other countries and areas have brought inflows of migrants and asylum seekers, the inflows were from diverse regions, such as Eastern Europe, the Middle East, Asia and sub-Saharan Africa.

This transition in migration flows for Italy was first seen in the 70s when two main occurrences led to increase flows of migrants. The first one was the oil crisis of 1973. As Western Europe countries relied on oil from the Arab oil-producing nations, in that time when the organization of Arab Petroleum Countries (OAPEC) declared an oil embargo, Western Europe countries were negatively affected. Oil prices has raised, suffering in economies and increasing in unemployment. This led Western European countries such as U.K., Germany, and France to suspend immigration and in turn the flows of immigrants were shifted towards Southern European countries including Italy. The other reason led to increase the migration flows toward Italy was the country faced a labour shortage especially in low skills and low wage jobs, this was at the same period between 70s and 80s, on the other hand, the economy grew faster after the World War 2. As a result, migration workers started to migrant to Italy, with the lack of Italian immigration policy allowed mass flows of migrant workers to enter, work and stay in Italy both legally and illegally.

Since 80s the flow of immigration to Italy has increased, even in 90s, it was shown that more migrants entered Italy. The number of immigrants grew from approximately 300,000 at the beginning of the 80s to 800,000 in 90s. After that, when the economic growth started to slow down, and Italy had to adopt strict measures to limit the spending of public to enter the Euro zone, the arrival of new immigrants instead of being stopped or reduced, it even has increased. In 2000, the number of legal immigrants had reached 1,700,000; at the end of 2003 the number was 2,600,000 and at the end of 2009 it was 3,900,000, which is approximately 6.5% of the total population. The number of immigrants has reached 10% of the total population. This make Italy as one of the most European countries with high proportion of immigrants out of the overall population.

Even during the crisis period, it has been shown the number of immigrants increased: from 3.4 million foreign citizens residing in Italy in 2007 to 4,387,721 in 2012, it is equal to 7.4% of the total population. In the same period, for non-EU residents, the number increased from 2.6 million to 3,764,236. In total, the total number of regular immigrants increased from 3,982,000 to 5,186,000.

Recently, in the current European migration crises, as Italy has played a main role, also regarding Italy geographic location in the middle of the Mediterranean, this puts new challenges for both Italy and EU union in restraining asylum seeker and migrant unsafe journeys across the sea. Moreover, Italy represents a logical way for those arrivals through the sea who intend to move onward to meet with their relatives or to find work in other countries such as Germany and other Northern European countries. The number of arrival to Europe has grown since the destabilization of authoritarian regimes in North Africa and the Middle East following the Arab Spring in 2011, these situations made countries such as Italy, Greece and the Balkan countries the first destination for immigrants and asylum seekers. In 2015 the number of arrival in Europe continued to increase due to the civil war in Syria and other humanitarian crises drove more than one million people to the continent, this led to receive more asylum seekers and immigrants in Italy in 2015 and in 2016.

As Italy is the main point of arrival for mostly African migrants to European shores this year, with the geographic location of the Italian coast which lies roughly 290 miles from Libya, a lawless country which has become a hotbed of people smugglers. with more boats are sent out almost daily and all of those rescued off the coast of Libya are brought to Italy, often by private charities; until

August 2017, more than 93,000 mainly sub-Saharan African and Bangladeshi migrants have arrived by boat in southern Italy, a 17% increasing when compared to the same period last year.

In specific, it has been reported that 60,228 migrants entered Italy by sea in the first five months of 2017, with 1,562 reported to have died in the Mediterranean. The number of migrants from Libya in 2017 is on course to exceed the 200,000 recorded the year before. Just on May, there were 22,993 arrivals. Since the beginning of 2016, only July and October last year have seen higher numbers of arrivals by sea. Also, it was reported that the number of immigrants coming from Libya has gone down to the half during July 2017 comparing to the month before. For other nationalities, Nigerian is the first declared nationality of around 15% of those arriving in 2017, followed by Bangladeshi (12%), Guinean (10%) and Ivorian (9%).

(Ministero dell'Interno, n.d.); (Scotto, 2017); (Garau, 2015)

2.2 Literature Review on Integration

2.2.1 Definition

In migration-management approach, Integration is considered the key to effective and comprehensive. Considering all stakeholders, integration is essential for all, it is not only regarding the benefits gained from, but also for the migrant's well-being and the security, stability, social harmony and prosperity of society.

depending upon the country and the context, term "integration" is understood in different ways. generally, integration means: the process of mutual adaptation between the both sides; host society and the migrants themselves, both as individuals and as groups. The framework of migrant integration policy should take into consideration both the rights and obligations of both migrants and host societies, this includes the access to the labour market, social and health services, and education for children and adults. Integration reveals a respect and sense of obligation and for a core set of values that link migrants and their host communities in a common goal. Regarding this, integration policies and support measures should be implemented to long term migrants as well as deal with the needs and challenges related to short term migration.

"Integration is the process by which immigrants become accepted into society, both as individuals and as groups. This definition of integration is deliberately left open because the requirements for acceptance by a receiving society vary greatly from country to country. The openness of this

definition also reflects the fact that the responsibility for integration rests not with one particular group, but rather with many actors—immigrants themselves, the host government, institutions, and communities, to name a few.”

(Penninx, 2003)

2.2.2 Dimensions of Integration

Integration has different dimensions, in my thesis we consider five dimensions; social, cultural and religious, economic, legal, and political. Effective initiatives of integration in term of its dimensions make refugees and migrants a functioning part of society and this will guarantee their rights as well as for the local populations.

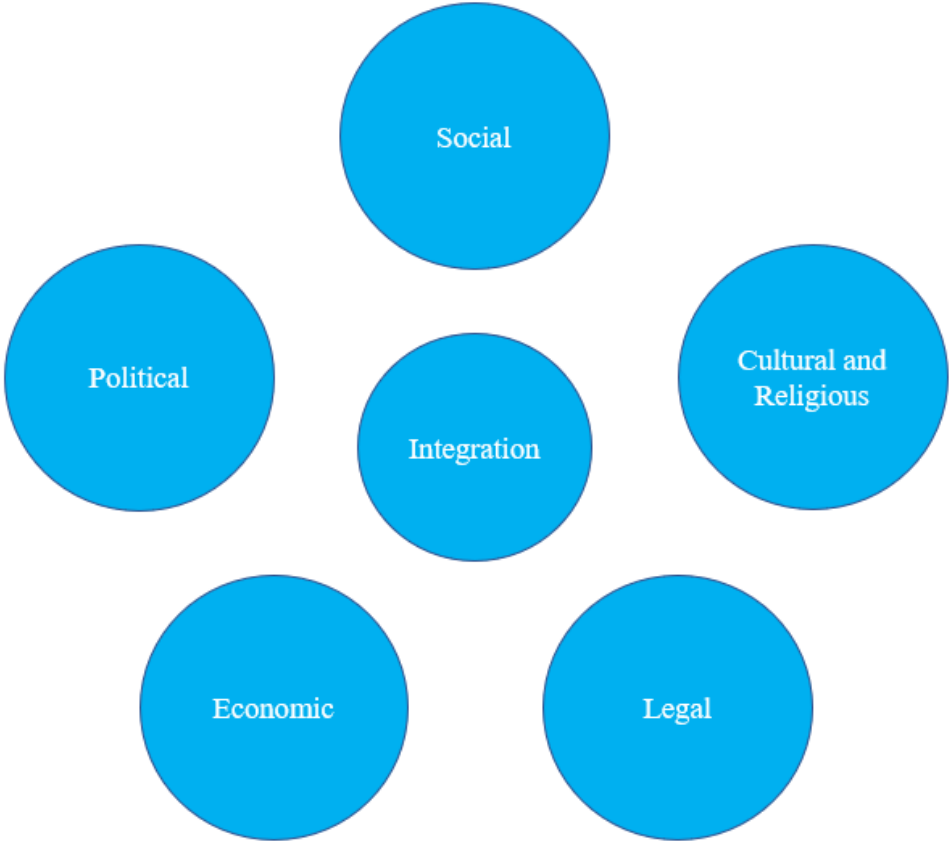


Figure 5: Dimensions of Integration

(Juzwiak, McGregor, & Siegel, 2014)

2.2.3 Actors, Policies and Benefits of Integration

Many challenges arise from migration and integration, several actors involved; state and non-state to deal with as each has its main role in facing these challenges in term of the policies applied or activities and programs provided for better solving the problems of migration and integration and to achieve effective and efficient results and outcomes through good practices that can be identified using different criteria; practicality, innovation, successfulness, transferability and sustainability.

I define the actors involved integration process as local government, represented by different local authorities, it's policies, activities and programs implemented, non-state actors represented by NGOs, businesses, social actors, volunteering and private organizations, community, immigrants and finally external actors represented by UN through it is policies and programs and other international organization. For better integration, I believe that coordination between all actors is needed and each actor's contribution is important to achieve the goal of integration and get the benefits from integration process for all actors mainly for both the community and immigrants.

Local government have the capacity to tailor policies to their communities' needs, as opposed to national "standardized" policies. Local government are also the providers of many services that directly affect the integration of migrants and therefore have a great capacity to ensure social cohesion. Moreover, they can coordinate other non-state actors such as businesses and NGOs to achieve a better integration of migrants and refugees.

NGOs, social actors, volunteering and private organizations have a main role in integration process, the ability to organize integration activities in coordination with government, community and immigrants, the type of support they provide to immigrants to facilitate integration process and their ability to increase the interaction between immigrants and local people through different integration programs.

Businesses By time they have become a functioning part of societies with their responsibilities towards the communities. This led to the rise of corporate social responsibility (CSR) policies. CSR is not the only reason why businesses became interested in this topic. In fact, diversity made it one of the main topics for businesses as it can lead to a stronger workforce, where individuals can share and learn from each other. Moreover, migration can enhance global competitiveness and

allows companies to address labour shortages and specific skills needs. Furthermore, a diverse workplace creates an environment in which competitiveness and innovation among employees can exist.

Community and immigrants are considered the main actors in the integration process, as the main purpose is to make the migrants part of the community and being culturally, socially, legally, economically and politically integrated, thoughts and behaviours of migrants should be understood, what is their goals, what type of supports do they need, what kind of problems do they have as well as their capability to introduce to new culture and their commitments to follow the integration programs and their acceptance to interact with the local people. On the other hand, it is also important to understand and analyse the acceptance of the local people to immigrants, the level of interaction they show and the level of participation in different integration programs as well as their thoughts about foreigners and their behaviour towards immigrants.

UN plays an important role also in integration process, through its integration policies, how these policies is orienting the local government policies, also through the obligations and regulations put for EU members in term of dealing with immigration and integration issues, and finally the supports the UN gives for local government and immigrants for better solution and to encourage the integration process through implementing different initiatives and integration programs. Later in the thesis, in the literature review, I describe more about the UN, its structure, role and purpose.

(Juzwiak, McGregor, & Siegel, 2014)

2.3 Literature Review on Immigration Background and Historical Overview

Immigration is a phenomenon that is affected by several factors related to both destination countries and the countries of origin where immigrants come from.; it is important to know about the several factors, political, economic and cultural and social that not only has impact on immigration in general, but also affect the immigration policies in terms of legalization and introducing new laws.

I will go through three important factors, political, economic and social and cultural to give a brief and clear background about the situation in Italy.

2.3.1 Political Background

Immigration policies are strongly affected by the political system, the political leaders and political parties who represent it have a significant role in shaping these policies. Different political parties with different views as well as different political leaders play a huge role in keeping or changing immigration policies.

In 1861, Italy has become a single nation-state. In the period where the Kingdom of Piedmont-Sardinia drove the unification, through which it inherited a liberal constitutional regime. According to this, till the start of the 20th century, Italy, same as other liberal states in Europe, has mostly adopted an open-borders policy. moreover, since important legislators in Italy had faced and experienced refugee status, having escaped from repressive regimes, for this, the 1865 Civil Code included generous and rich measures on asylum-seeking. Pisanelli was the Minister who gave this code and his prominent politician colleague Pasquale S. Mancini, who also was an eminent law professor, had both experienced the condition of expatriation (Zincone, 2005).

Restrictive entry policies were initiated by the European countries after the economic crises of the late 19th century, with selective and targeted visa requirements for avoiding the competition of foreign labours. Furthermore, to avoid foreign labours competition, a border closure, for both foreign good and labours was a procedure (Zincone, 2005).

According to this, wealthy and well-off foreigners, considered as tourists and consumers, were initially exempt from visa requirements. At the beginning of the 20th century, at the time and during World War 1, selective measures were reinforced and extended throughout Europe to prevent potential enemy stealth. During that war, Italy introduced a strict border control policy (Zincone, 2005).

After the rise of Fascism, as also in other countries in Europe have the similar institutional fate, there was a severe and concerted attempt to suppress border controls, as the assumption was that foreigners may be potential fomenters of internal dissent. According to the Public Security Consolidated Act in 1926, foreigners had to register at police offices within three days of arrival (art. 143); employers had to notify the authorities of hiring a foreigner within five days, and of dismissal within 24 hours (art. 146). Foreigners could be expelled if convicted, or for reasons of public order (art. 151). In 1929, a Centralized National File of foreigners was introduced, and in

1930 visas procedures started to be required for some countries. The slant of security-orientation of Fascist legislation persists in the Italian democratic republic, as the legal system relatively continued despite of the downfall of the regime. In 2000, in a Ministerial Decree on December 11th, the Art. 147 of Royal Decree no. 773/1931 regarding public security was updated; It requires notifying police authorities of foreign guest worker's personal details within 24 hours. Law 189/2002 extended this obligation to anybody hosting any foreign guests for any reason (art. 7) (Zincone, 2005).

After the Second World War, a new constitution replaced the Italian monarchical system, through a proportional representation system, this new constitution gave the possibility to people to vote for Parliament and create a new government. This marked the beginning of first Republic of Italy lasted from 1948-1992. The Parliament in Italy is a bicameral system, it is made up of the Senate and the Chamber of Deputies. During this period there were three main political parties in Italy, Christian Democrats (DC), the Italian Socialist Party (PSI) and the Italian Communist Party (PCI), The Christian Democrats won for most of the era. Christian Democrats saw "regulated" migration as a win-win for both the migrant and the nation leading it to set up "guest worker programs" with other countries. Left opposition parties pushed for the 1986 immigration law to help mass influxes of illegal immigrants (Calavita, 2005).

In 1990, Socialist Deputy Prime Minister Claudio Martelli has sponsored his Martelli Law that offers additional policies of immigration for immigrant workers regulatory and for frustration of exploitation of illegal immigrants.

Due to scandals where many of the political parties caught up in, such as Christian Democrats, they fell apart or dissolved. After that, a new electoral system was implemented shifting from a proportional representation to single-member district plurality voting of 3/4th of the seats of Parliament. But this change did not make the government stable, and despite it helped in creating two main broad electoral unions of the left and the right, the party system continues to be highly-fragmented (Antelmi, 2010). Also shifting from absolute majority of seats for a party to majority vote decreased the responsibility of the President of the Republic, who appoints the Prime Minister, from choosing among the leaders of different parties within Parliament to consequently just appointing the winning coalition's leader.

In 1994, Silvio Berlusconi headed the Second Republic, and was the first prime minister with his centre-right party; Forza Italia was re-elected for four times up until 2011 when the time he was forced to resign. In between Berlusconi's government, the Olive Tree centre left coalition made Romano Prodi prime minister twice as well as Giuliano Amato and Massimo D'Alema. In 1998, Cabinet Minister Livia Turcu and Minister of the Interior Giorgio Napolitano of the centre-left coalition party drafted the Turcu-Napolitano Law on immigration controls which further softened restriction and focused on immigration integration (Calavita, 2005).

Berlusconi's party, Forza Italia, merged into the People of Freedom political party, which is one of the two major political parties in Italy currently with the Democratic Party being the other. Berlusconi whom allied with the Lega Nord, it is an anti-immigrant federalist party, and the National Alliance, a post-fascist party, compressed for stricter immigration policies to crack down especially on illegal immigration. In 2001, under Prime Minister Berlusconi, Reform Minister Umberto Bossi of the Northern League and Deputy Prime Minister Gianfranco Fini from the National Alliance Party, created the Bossi-Fini Law which adjusted several of the "liberal provisions of Turco-Napolitano" and tied work with legal residence and included new harsh law enforcement measures (Calavita, 2005).

In 2009 illegal immigration became a criminal offense as Berlusconi passed a tougher security law on immigration (Economist, n.d.). One of the main reasons that brought back Berlusconi's centre-right coalition to power in 2008 was because of increasing anti-immigrant sentiment. In Italy, the centre-right political parties have become stricter on immigration while the centre-left political parties have opposite opinion as they remained more liberal in comparison (Zincone, 2005).

In 2011, Roberto Maroni, the Berlusconi's Interior Minister, restricted reporters and journalist's admittance to any immigration detention centre who was very fast repealed by the new one, Anna Maria Cancellieri, in 2012 under the new appointed technocratic government of Mario Monti at that time.

In 2011, after the period of former prime minister Silvio Berlusconi as he resigned since his government failed to gain a full majority in the Chamber of Deputies during a budget vote, Former European Union commissioner Mario Monti replaced Berlusconi and he formed a government of technocrats. Prime Minister Monti who is an independent technocrat and has experience in economics appointed by Napolitano with hopes to re-stabilize both government and the economy.

The new technocratic government did not maintain the strict immigration policies which were put the previous Berlusconi centre-right government, but it did not make any significant changes to immigration policy either. In that time Left-wing and protest parties succeeded in local elections in a measure of public discontent with austerity measures, with the centre-right People of Freedom party and its ally, Lega Nord, had bad performance.

In 2013, Parliamentary elections hand Pier Luigi Bersani's centre-left bloc got the control of the lower house by a Parliament election, but not of the Senate. Into third place, a protest movement, with the leader Beppe Grillo, was surged, and into fourth place there was the Prime Minister Mario Monti's centre bloc. After two months, on April 2013, Giorgio Napolitano got re-elected again as president – this was the first time in Italy a president is voted in for a second term. And from the Democratic Party (PD), Enrico Letta, became the prime minister at the head of a grand coalition that also includes Silvio Berlusconi's PdL, this after Pier Luigi Bersani steps down as PD leader. In the year, 2013, due to the immigration issues and after hundreds of migrants die in shipwrecks while attempting to reach Europe from Africa, the governor of Sicily declared a state of emergency.

In 2014, on February, the Prime Minister Enrico Letta resigned after his Democratic Party backs a call for a new administration and new party leader and mayor of Florence, Matteo Renzi, formed a new left-right coalition government and revealed plans for major economic and political reform, after the Prime Minister Enrico Letta resigned. On December 4th, 2016, a constitutional referendum was held when voters were asked whether they approved of modifying the Italian Constitution to transform the Senate of the Republic into a "Senate of Regions" consists of 100 senators mainly made up of regional councilors and mayors. The proposal did not success and it was defeated making the Prime Minister Matteo Renzi resigned. After that, the president of Italy has chosen Paolo Gentiloni, the Italian foreign Minister, as Prime Minister to replace Matteo Renzi, a choice that signals continuity in the centre-left government's domestic and foreign policies.

2.3.2 Economic Background

Beside the political factors and immigration policies, the economic situation of the country is also considered as important factor in immigration issues and has impact on them, we can say

that the immigration is also directed by the economic situation, making the country as a destination for immigrants.

After the World War 2, Italian economic has been affected as well as the economics of other European countries, it was important to reconstruct Europe and develop the economic situation again after this period. USA has taken the first step with funded Marshall Plan to help in rising the European economics. In 1948, the Organization for European Economic Co-operation (OEEC) was created to direct a joint recovery program, also to allocate the funds coming from the Marshall Plan. The OEEC eventually had a plan to free trade, make Europe economically integrated and have the idea European Common Market. For Italy, it is transitioned from mostly a rural and agricultural country to a manufacturing, industrialized and export driven country. The integration of Europe led to make Italy as a 'modern and affluent nation' by helping the country to overcome its poor state (Belmonte, 2012). It shows that from "1950-1990 the average per capita income of Italians was multiplied by five" Consuming in Italy has grown as well as the life standards. Often there was inconsistency between European economic policy and the one in Italy, but due to the relationship and common European market, this forced Italy to become more of a capitalist economy. The growth in Italian economics had both advantages and disadvantages; the main disadvantages that this growth was in Northern Italy leaving Southern Italy underdeveloped which led people in the southern areas to migrate toward the northern areas (Tommaso, 2001).

During 80s, Italy had a period of stagflation, both high inflation and high unemployment. To recover from this period, Italy took tighter economic measures, lowered inflation and revitalized economic growth. In 90s, again the economic growth slowed down. Italy has a large shadow economy, a part of the Italian dual labour market, this economy considered attractive for migrants to come to Italy with the ability to have high numbers of undocumented workers, both natives and foreigners. Specially against illegal work, there is a lack in Italian immigration legislation. For example, "Italy lacks the necessary administrative infrastructure to carry out adequate controls. Inspectors and controls are unevenly distributed across the Italian regions and only one third of them are active in the field" (Finotell & Sciortino, 2009). Moreover, the most appropriate way to handle, "the incorporation of immigrants in the shadow economy identified by the Italian state has been the launch of regularization programs. Italy has carried out five regularization processes between 1986 and 2002" (Finotell & Sciortino, 2009).

In Italy, there was a need of migration for the economy in order fill different labour positions, on the other hand, as the migrants were associated to crime and the strict pressures from the European Union to restrict migration had impact on Italy, as Italy started to impose stricter migration policies. The number of migrants in Italy increased because Italian people were not willing to get low skills jobs and on the other hand it was no problem for migrants to work in these kinds of jobs. Despite the importance of migrants to Italian economy with more working legally, they usually hold a temporary work and get low wages, as they are seen in the underground economy of illegal labour (Calavita, 2005). The centre-right governments with its strict migration policies has huge impact on migrant workers as it pushes them to have illegal works. On the other hand, the centre-left governments with its liberal policies is not also considered a better solution.

2.3.3 Social and Cultural

Italy has a rich culture Italian which is considered as an important factor with huge impact on the migration issues in the country. Beside the political and economic factors, Social and cultural factors, play main role in shaping the immigration, not only in Italy, in any country dealing with migration issues, especially when the country has a historically and rich culture.

Historically, Italy has differences between one region and the other in several varying aspects. One example is the several distinct dialects that Italy has all over its regions. Different reasons such as increasing of mass media, literacy, education and immigration made the Italian standard language become more prevalent (Baranski & West, 2001). Several dialects were influenced by different languages of foreigners, in which these languages had a historic part of different regions, the dialects in northern regions were influenced by French or German, on the other side, the dialects in southern regions have Spanish, Arabic and Greek influences. This shows how Italy as a country has a tradition of digesting foreign influences into a common culture. After the period following the fall of Rome, the country separated into small city-states, where other European powers have taken it. The culture of Roman-Christian, for many centuries, accepted the assimilation and integration. The shared cultural identity has appeared early on. Then, in the 19th century and for most of the 20th century after nationalism has increased, Italy eventually reunited in 1861 under the Italian king, Victor Emmanuel II (Tommaso, 2001). At this time, people in Italy were not

socially, geographically and linguistically integrated, this situation remained until the time in which the internal migration increased in the country (Dickie, 2001). Although up until World War 1 Italy, Germany and Austria-Hungary were allied together in the Triple Alliance, Italy was into joining the Triple Entente and declaring war on its previous allies as the promise of Austria-Hungary territory lured it to have this decision. Italy got the wanted territory, it includes Istria, Trentino-Alto Adige, Trieste (Venezia Giulia), Zara, and some Dalmatian islands with different people integrated from different cultures (Belmonte, 2012)The main reason for Italy of gaining this region was strategic as its location between the Alps and Dolomites. After World War 1, Fascism emerged under the leadership of Benito Mussolini, Fascism brought an unfaltering, doomed nationalism. At that time Italy was not strong enough in terms of economics or even the militarily to face the aggressive nationalist agenda of Mussolini or the war the country was pulled into in 1940 by Mussolini. Fascism aimed to create a common national Italian identity where the citizens shared the same language, culture, national symbols, history, food, etc. To achieve this goal, any characteristics that were not matching with the common Italian identity were banned. This considered the new acquired regions of Trentino-Alto Adige, Venezia Giulia, Istria, and Dalmatia where a procedure ‘Italianizing’ was performed there, as the people who lived there were predominantly Slovenian, Croatian, or spoke German. Mussolini banned all other languages Italian, not only this, he also relocated many German speakers from Trentino-Alto Adige to Germany for helping Hitler (Belmonte, 2012). However, Fascism accomplished no more than a “superficial homogenization of Italian society and culture. After the World War 2, An anti-fascist feeling has spread in the country and the ideas has started to change (Belmonte, 2012).

2.4 Literature Review on the relevant Italian Regulation and Legislation and Asylum Seeker in Italy

2.4.1 Background

Immigration to Europe is increasing due to several factors, this increasing puts the European countries in situation where they should learn better how to deal and handle these flows of migrants especially when migrants are more culturally diverse groups, who left their origin countries due to instability and war such as in places the situation in the Middle East, Africa, and

Eastern Europe. Immigration policies is important for both managing the immigrants and integrating procedure to be part of the community, beside this, it is important to keep the stability of the country and well-being of the people. As mentioned before, Immigration policy is influenced by politics, economics, cultural, factors and other factors as well as the influence of the European Union which, as it has a main rule in controlling this issue and decide who enters these countries and the level of integration.

Immigration history in Italy comparing to other European countries (Northern and central ones) is considered new and the country has a short immigration history. shorter than that of Central and Northern European countries, can be divided in two parts. As mentioned before in the thesis, at first, Italy was considered as a country where people moving form or moving internally to the northern areas and then Italy has become as country of destination in the last few decades.

In the middle of Seventies, it was started to show the first migration flows to Italy, these flows continued in moderate manner through the Eighties. (the first immigration Law appeared in 1986). In the Nineties, immigration is considered as a mass phenomenon in Italy, however in the beginning of the Nineties, immigration flows are considered quite low due to several factors, one is the economic situation in Italy, where the country faced many difficulties, other factor is the situation in other European countries (the eastern European ones) where the process of liberation from rigid legislation was very slow. In the following years, the immigration flows strongly increased, and have continued until now (IOM, 2011).

In Italy, the ideology of the political parties in power, the economic state, and other different factors have impact on the policies of immigration. Also, the European Union has an impact on each EU countries immigration policies through its own immigration policies and expansion. Politically, Italy is positioned to the centre right.

Depending on political party, immigration policies of the country will differ whether strict or open, effective or ineffective. Stricter immigration would mean the state is increasing regulations, tightening quotas, and restricting immigration more. Generally, when the political party is socialist and left wing “for example like the one in Norway” there is a more liberal immigration policy. On the other side when the party is politically to the right like Italy, the immigration policy is stricter.

2.4.2 Legislation History and Development

The Italian immigration and asylum system is represented by the Republican Constitution., paragraph 3, article 10 of the constitution is one of the fundamental principle where the constitution assures the right to asylum in the Italian territory, the right is granted to any foreigner prevented – in the country of origin – from the democratic liberties guaranteed by the Italian Constitution. However, the right to asylum, for long period of time, it was not completely. It was completed very slowly, both on the initiative of the national legislator the basis of EU Directives.

From the Italian Constitution, although the article 35, paragraph no. 4, is given for the “freedom of emigration” recognition, the only article that clearly considers immigration as one of the matters with the regard of which the State must exercise its legislative power exclusively is the article (no. 117) - modified by the Constitutional Law of October 18, 2001 no. 3: “Modification of title V of the second part of the Constitution”. In this the Regions don’t participate, but they have a main role in terms of integration ((EMN), 2012).

Italian legislation started at first with two major laws, these two laws were known informally as; the first one Foschi Law 1986 and the second Martelli Law 1990. Foschi immigration law in 1986 has included three main elements; foreign worker’s rights, rules on the employment of foreigners, and a legalization program (Calavita, 2005). By this law (no. 943) in 1986, the “sanatoria”, which is the first regularization of non-EU migrants was adopted. According to this law, the situation of many migrants and refugees has changed. But still at this time Italy was perceived more as country to go through more than a destination in which refugees want to settle in ((EMN), 2012).

The second law Martelli in 1990 offered a plan for a quota worker system and incorporated a more lenient legalization program giving the immigrant worker more power and their employer less responsibility in the process of regularizatio (Calavita, 2005). This law introduced into the regulation system in Italy “Urgent norms in matter of asylum, entry and stay of non-EU citizens and regularization of non-EU and stateless citizens already present in the territory of the State”. And article 1, treats the refugee’s recognition status ((EMN), 2012).

Based on this law (no.39/90), as well as the Presidential Decree no. 136 of May 15, 1990 (enforced in March 1991 as a consequence of the so-called “Albanian emergency”), where a new procedure

on asylum established, the task of the refugee status recognition passed to the Central Commission for the Granting of Refugee Status from the Joint Committee on Eligibility (operating in that year in the “prorogation” regime) ((EMN), 2012).

From one side, both laws were relevant in acknowledging rights for migrants and improving the status of foreign workers and their families. From other side, they were ineffective in regulating economic migration flows and reducing irregular migration, because they did not provide enough resources for reception and assistance or for enforcing the expulsion of irregular migrants. These two laws remained unchanged until the centre-left government in 1998 approved, after a year-long parliamentary debate, the Turco-Napolitano Law (Calavita, 2005).

The Decree Law no. 489 (Dini Law) in Nov 18th, 1995 was proposed without approval (apart from the provisions regarding regularization), this to establish urgent measures regarding migration policies and regulations of entry and stay of non-EU citizens in the national territory. In 1998 the “Turco Napolitano” Law was passed. This Legislative Decree no. 286, in July 25th, 1998 was published on the *Gazzetta Ufficiale* (Official Journal) in August 18th, 1998, contained the “Consolidation Act of provisions related to immigration control and rules on the condition of foreigners”. This measure has not made a fundamental modification (Martelli Law, 1990) in matters of asylum. ((EMN), 2012). This law separated for the first-time humanitarian issues from immigration policy and tried to balance civil-society pressures on integration and refugees with demands for more effective control over illegal immigration and tried to normalize and help integrate non-EU immigrants, and this law worked to help the immigrant maintain legal status, employment, workers’ rights, unify with family (Calavita, 2005). Italian system is manipulated by some factors such as, “preferential treatment to the nationals of several countries with which it has stipulated special agreements,” as well as the fact that, “Italy has a quota system that reflects both the nature of demand in the labour market and the number of permits already issued for family reunification”. As for the policies of asylum seekers in Italy, the waiting period is at least a year wherein they receive temporary residence and are not allowed to work. Not many asylum seekers are successful, “In 2000 only 4,118 asylum seekers were granted asylum out of 24,500 applicants” (Dell’Olio, 2007). In 2002, Bossi and Fini Law was passed by the new centre-right government, this law was a modification of 1998 Turco-Napolitano Law with stricter new clauses requiring immigrants to be fingerprinted, allowing use of naval ships for patrol the coast, linking legal

residence to the work, and introducing restrictions on family unification. Also, third country nationals must possess a valid visa to enter Italy. The Bossi-Fini law created a stricter immigration policy overall in Italy that still worked to integrate immigrants. (Dell'Olio, 2007). This law came into force in September 2002. Regarding this law, I summarize the following points:

- Due this law, it was modification of the regulations on migration and asylum, wherein 2005 has become fully effective, after it was published in Gazzetta Ufficiale in December 2004 the regulation regarding the procedures for the recognition of refugee status (Presidential Decree no. 303 of September 16, 2004).
- Regarding asylum, this law introduced, beside the ordinary procedure, a simplified procedure for hosting asylum seekers in identification centre, where the waiting time for interviews was reduced from 30 to 15 days.
- It has concern on the establishment of both Territorial Commissions and National Commission.
- It acknowledged the issue of “humanitarian protection” for the people who particularly need of protection as they escape from war or conditions of widespread violence, this also takes into consideration the people who are not considered as refugees according to the criteria Genève Convention (1951) criteria.
- It showed the control of the institution “National Fund for Asylum Policies and Services”, that guaranteed the protection of asylum applicants and refugees. In this context, the National Action Plan on Asylum (PNA) has implemented some activities. A program started came to birth as three actors decided to cooperate; the UNHCR, the Ministry of Interior and the National Association of Italian Municipalities (ANCI). Without existing of any national action plan, the aims of this project were to set a reception network for asylum seekers, moreover to set programs of integration for whom granted refugee status.
- Because of this law, the National Action Plan on Asylum (PNA) was inserted into the Protection System for Asylum Seekers and Refugees (SPRAR), the coordination is done by the Central Service (which is founded by the Ministry of Interior, and the ANCI managed it according to the terms of contract). for the ‘integrated reception’ activities such as board and staying, work insertion and social insertion, juridical support), the network of local bodies and its operational contribution bring the useful to the Central Service, in collaboration with the 3rd sector organization.

Figure 6: Bossi-Fini law

((EMN), 2012)

To continue, I summarize some of the actions happened in the following years, from the period 2005 to 2009:

- The implementation of several EU Directives as concern of asylum and migration policies, one of them is the Directive 2003/9/EC which was implemented through the Legislative Decree no. 140 of May 30, 2005), it was to set the basic norms regarding the foreigner's reception who are seeking a refugee's recognition status in Italy.
- In February 4th, 2005, the National Commission for right to asylum was set by the Cabinet President Law.
- On 7th of December 2006, there was the release of the Directive on Unaccompanied Minor Asylum Seekers.
- On the 23rd of April 2007, the "Charter of Values of Citizenship and Integration" Decree was released by the Ministry of Interior.
- Giuliano Amato, the Minister of Interior, has proposed two Legislative Decrees which were approved by the Italian government during a Council of Ministers meeting on the 9th of November 2007, the aim was to apply two European Directives on Refugees and Asylum inside the Italian law system. The Directives are: 2004/83/CE (Qualification Directive), and 2005/75/CE (Procedures Directive). As these two laws are important, their implementation led to introduce the centre of Asylum reception (CARA) by the government, and it replaced the centre of Identification (CIE) which was introduced by the law 189/2002.

Figure 7: Actions Regarding Immigration (2005-2009)

((EMN), 2012)

In August 2009, a "safety package": which is a set of laws against unauthorized immigrants from other EU Member States, it is considered as restrictive legislation mostly toward irregular immigration and against unwanted foreigners, was introduced from the centre right coalition, the Law no. 94. Later in April 2011, it was a decision from the European Court to delete the crime of illegal immigration that has been introduced in Italy, as it is against the European Directive on return of third-country nationals, which provides for the voluntary departure of the non-EU citizen, or his/her forcible transfer, but through the least coercive means possible. Also due to this Directive, any national legislation regarding the prison punishment for the national of the 3rd countries who are illegally staying in the country and the did not follow the decision of expulsion ((EMN), 2012).

Below, I summarize some relevant laws and some of them were introduced in the last few years:

- Law of 28 February 1990 (Martelli Law).
- Law 6 March 1998, n.40 of 1998 (c.d. Turco-Napolitano Law).
- Legislative Decree 25 July 1998, n. 286, Consolidated text of the provisions concerning immigration regulations and rules on the condition of foreigners.
- Legislative Decree 19 November 2007, n. 251: qualification decree modified by Legislative Decree 21 February 2014, n. 18, implementation of Directive 2011/95 / EU laying down rules on the attribution, to third country nationals or stateless persons, of the qualification as beneficiary of international protection, on a uniform status for refugees or for persons entitled to benefit from subsidiary protection and on the content of the recognized protection.
- Legislative Decree 28 January 2008, n. 25: decree procedures.
- Legislative Decree 3 October 2008, n. 159.
- Law of 15 July 2009, n. 94: SECURITY PACKAGE Provisions on public safety.
- Decree Law of 23 June 2011 n. 89.
- Legislative Decree 1 September 2011, n. 150.
- Legislative Decree 13 February 2014, n. 12 (allows the issuance of the EC long-term residence permit also to holders of international protection - refugee status or subsidiary protection status - and to the attached family members.
- Law of 30 October 2014, n. 161 (European law 2013 bis).
- Decree of the President of the Republic January 12, 2015, n. 21, Regulation on the procedures for the recognition and withdrawal of international protection pursuant to Article 38, paragraph 1, of Legislative Decree 28 January 2008, n. 25.
- Legislative Decree of 18 August 2015, n. 142 Implementation of Directive 2013/33 / EU laying down rules for the reception of applicants for international protection, as well as Directive 2013/32 / EU, laying down common procedures for recognition and withdrawal of the status of international protection. This decree abrogated the Legislative Decree 30 May 2005, n. 140 (minimum standards).
- Decree Law 17 February 2017, n. 13, converted with amendments by Law 13 April 2017, n. 46 (so-called Minniti-Orlando).

Figure 8: Relevant Italian Laws

(Naga, 2017)

2.4.3 Asylum, the Right to Asylum in the Italian Constitution and Italian Law and Dublin Regulation III

The right to asylum is one of the symbols of the European humanitarian tradition. The Constituent Assembly in 1948 decided to give maximum importance to the right to asylum by including it, as I mentioned before, among the founding principles of the new Republic, in art. 10 of the Italian Constitution. (Naga, 2017)

For the Italian legal system, asylum is therefore a perfect subjective right of the individual (Cassazione, sezioni unite sentenze n. 4674/97 e 907/99, English: Court of Cassation, Joint Judgments No. 4674/97 and 907/99). The significant and significant evolution of asylum law in Italy is almost exclusively linked to the binding transposition of European Union directives aimed at harmonizing the regulations of the various EU countries on "minimum standards" on the reception of asylum seekers, on procedural guarantees related to the examination of applications and on the so-called. "Qualifications" of the concept of refugee and the concept of subsidiary protection. (Naga, 2017)

2.4.3.1 Asylum

I provide the definition of the term 'Asylum' in Italian language:

La parola "àsilon" ha origini greche, composta dalla particella privativa "a" e dal verbo "sylao" - catturare letteralmente, "senza cattura". L'istituto trovava la sua giustificazione etica nella necessità imperativa di proteggere lo straniero, in quanto essere indifeso, "isolato dai suoi compatrioti e dai suoi parenti", così come scriveva Platone ne "Le Leggi". (Naga, 2017)

In the Italian constitution, article 10 refers to the protection of asylum and refugees, it declares:

"L'ordinamento giuridico italiano si conforma alle norme del diritto internazionale generalmente riconosciute. La condizione giuridica dello straniero è regolata dalla legge in conformità delle norme e dei trattati internazionali. Lo straniero, al quale sia impedito nel suo paese l'effettivo esercizio delle libertà democratiche garantite dalla Costituzione italiana, ha diritto d'asilo nel territorio della Repubblica secondo le condizioni stabilite dalla legge. Non è ammessa l'estradizione dello straniero per reati politici" (Naga, 2017)

It means that: "The Italian legal system conforms to the generally recognized norms of international law. The legal status of the foreigner is regulated by law in accordance with international norms and treaties. The foreigner, who is prevented in his country from the effective exercise of democratic freedoms guaranteed by the Italian Constitution, has the right to asylum in the territory of the Republic according to the conditions established by law. The extradition of the foreigner for political crimes is not allowed ".

Therefore, according to this article, protection is granted to the person who requests asylum. It is therefore not necessary for the subject to experience individual persecution, but it must be proved that in his country he cannot exercise the democratic freedoms enshrined in the first 48 articles of the Constitution: from protection and the right to life up to economic liberties. But for "constitutional asylum" there is still no law that implements it. There is therefore no law that determines to what conditions the right to asylum as recognized in the Constitution is recognized, which explains in detail what mean that article and tell how it can be recognized. The only possibility of having recognized that right of asylum remains in fact the court action. Consequently, there is no office that can ascertain the constitutional right to asylum as provided by the Constitution, but the constitutional asylum can only be requested by a judge (civil justice) and only by him can be recognized. The recognized constitutional right of asylum entails only the right to obtain a temporary residence permit to enable the refugee status recognition procedure to be carried out. (Naga, 2017)

2.4.3.2 The Dublin Regulation III - Competent Status to Evaluate A Protection Request

2.4.3.2.1 Introduction

The EU regulation 604/2013, also called the Dublin III Regulation, contains the criteria and mechanisms for identifying the Member State that is responsible for examining an application for international protection presented in one of the States party to the Regulation (EU countries + non-EU countries: Norway, Iceland, Liechtenstein and Switzerland) by a third-country or stateless person. This regulation replaced the c.d. Dublin II Regulation (Regulation 343 of 2003) - which in turn had retired the 1990 Dublin Convention.

The general principle underlying the Dublin III Regulation is the same as the old Dublin Convention of 1990 and Dublin II: each asylum application must be examined by only one Member State and the competence for examining an application for international protection falls first and foremost on the State that played the major role in relation to the entry and residence of the applicant on the territory of the Member States, with exceptions.

Competence is identified through the "objectives" criteria of the Regulation, which leave a very small space to the preferences of individuals. In the current, those who obtain international protection do not have the possibility to work regularly in another EU State. This means that, subject to exceptions, the State which is identified by the Dublin system as competent to examine the application will then also be the State in which the interested party must remain once the protection has been obtained. On 30 January 2014, the European Commission published a new Regulation (EU Reg. No. 118/2014) laying down the procedures for implementing the Dublin Regulation (c.d. Dublin III Regulation No. 604/2013).

The EU Regulation No. 118/2014 does not replace but simply modifies the previous Application Regulation (EC Reg. No. 1560/2003), which therefore remains in force. At the time this manual is being updated, the European Parliament has supported the reform of the Dublin Regulation which could therefore be amended soon.

(Naga, 2017)

4.4.3.2.2 The Dublin Regulation in Practice

First and foremost, national authorities take steps to acquire the data and fingerprints of all those who apply for asylum or enter the EU illegally from their own borders, including them in a single database (EURODAC). With the submission of the application for international protection, the procedure for determining the competent State is started: The Police Headquarters checks whether the applicant has previously reported on European territory. If the case is positive, the case will be reported to the Dublin Unit (an Office of the Ministry of the Interior responsible for the application of the Dublin Regulation): a procedure will be activated according to which, having identified the state where the asylum seeker has already been reported, the authorities will ask that state to take charge of the request for asylum (if in that there was no application for asylum) or

resumption of the claim (if in that state an asylum application had already been lodged). If the state recognizes itself competent to examine the asylum application, a transfer will be issued to that country with the consequent effective transfer of the applicant. Upon receipt of notification of the transfer decree, it is possible to lodge an appeal with the Ordinary Tribunal territorially competent, i.e. the Court having its seat in the district of Court of Appeal in which the Territorial Commission which issued the provision (for measures up to 17 August) 2017) or territorially the specialized section whose constituency is located in the authority (in this case the Territorial Commission) that has adopted the contested provision (for measures arising after 17 August 2017) within 60 days of notification of the same. The appeal suspends the execution of the transfer and the legal protection must be guaranteed free of charge to the foreigner who cannot assume the costs. The applicant will be given, during the duration of the procedure for determining the competent state, a residence permit for "Dublin waiting" (not for "asylum request"). During this phase, the applicant's rights at the Dublin stage are the same for any other asylum seeker; including the right to remain in Italy until the conclusion of the procedure.

The timing of the Dublin - theoretical procedures		
	Time limits that must respect the status that makes the request to (re) take charge	Time limits that must respect the state that responds to the request
Takeover procedure (Article 21 Dublin III Regulation)	3 months from the formalization of the asylum application / 2 months in case the competence has been identified through EURODAC. Once the deadline has expired, the competence remains with the Member State where the application was made	2 months from receipt of the request. After expiry, this is equivalent to the acceptance of the request and the obligation to take charge of the person.
Recovery procedure in charge (Article 23-25 Dublin III Regulation)	3 months from the formalization of the asylum application / 2 months in case the competence has been identified through EURODAC. Once the deadline has expired, the competence remains with the Member State where the application was made	1 month or 2 weeks (if the information is obtained from the EURODAC system). After expiry, this is equivalent to the acceptance of the request and the obligation to take charge of the person.
Transfer (Article 29 - 32 Regulations Dublin III)	6 months (12 in case of detention of asylum seeker, 18 in case of unavailability). If it does not take place within that period, jurisdiction falls to the Member State where the asylum application was lodged.	

Maximum duration of the procedure	About 1 year (more in case of imprisonment or unavailability of the applicant)
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Table 3: The timing of the Dublin - theoretical procedures

(Naga, 2017)

2.4.4 The Phases of the Procedure for Requesting International Protection in Italy

2.4.4.1 Presentation of the Application

The request for international protection is divided into two distinct phases:

1. The first phase of an administrative nature, before the Territorial Commissions.
2. The second phase of a judicial nature, before a Judge (subsequent and eventual, insofar as established on the appeal of the interested party in relation to the decision of the Commission).

It also has an individual character with one exception: the request presented by the parent extends to unmarried minor children who are on Italian territory (Article 6, paragraph 2, Legislative Decree No. 25 of January 28, 2008). It is unique for all types of protection: a request for international protection is applied; it is then the Commission responsible for determining whether to recognize refugee status or subsidiary protection status or humanitarian protection.

The Legislative Decree No. 25 of January 28, 2008, consists of "minimum standards for the procedures applied in the Member States for recognition and revocation of refugee status", it is the decree that regulates the procedure for the request for international protection (Decree procedures). It was partly amended by the Decree Law of 17 February 2017, n. 13, converted with amendments by Law 13 April 2017, n. 46 (Minniti-Orlando). The "application for international protection or asylum application or request " is the request for refugee status or subsidiary protection status. In the table below, I mention what the Decree Procedure establishes (Naga, 2017):

	Decree No.	Description
Competent authorities	Ref. Art. 3 Legislative Decree No. 25 of January 28, 2008.	The competent authorities for examining applications for international protection are the territorial commissions for the recognition of international protection. The border police office and the police headquarters are competent to receive the application. The authority responsible for determining the State responsible for examining the application for international protection in application of the Dublin III

		Regulation - (EU) no. 604 // 2013 of the European Parliament and of the Council, of 26 June 2013 - is the Dublin Unit.
Access to the procedure	Ref. Art. 6, paragraph 1 Legislative Decree No. 25 of January 28, 2008.	The application for international protection is presented personally by the applicant in the national territory (including the borders, and the relative transit areas, as well as the territorial waters), at the border police office upon entry into the national territory or at the competent police headquarters according to the applicant's place of residence.
Minors	Ref. Art. 6, paragraphs 2 and 3 of Legislative Decree No. 25 of January 28, 2008.	The application submitted by a parent is also extended to unmarried minor children present on the national territory with the parent upon presentation of the same. The application can be submitted directly by the child, through the parent. The application can be submitted directly by the unaccompanied minor. The application of the unaccompanied minor can also be presented directly by the tutor based on an individual assessment of the personal situation of the minor.
Terms for submitting a request for protection	Ref. Art. 8, paragraph 1 Legislative Decree No. 25 of January 28, 2008.	Ref. Art. 8, paragraph 1 Legislative Decree No. 25 of January 28, 2008. There is no deadline no later than which the applicant can present the application for international protection, nor can the application be excluded or rejected in the event of a lack of timeliness in the formulation of the request. Obviously, if this request is presented after several months, it will be necessary to clarify the circumstances that led to this delay and justify why. In any case, "applications for international protection cannot be rejected, nor excluded from the examination simply because they have not been submitted promptly".
Right to remain in the territory of the State during the examination of the application - residence permit for asylum application	Ref. Art. 7, paragraph 1 and art. 35-bis, paragraph 4 Legislative Decree no. 25 of 28 January 2008.	The applicant is authorized to remain in the territory of the State until the decision of the Territorial Commission and, in the case of an appeal, until the conclusion of the appeal (see 4.1.5 Right to remain on the territory and suspended). The asylum seeker is issued a residence permit for asylum application valid in the national territory for six months, renewable until the decision of the application or in any case until the conclusion of the appeal (Article 4, paragraph 1 Legislative Decree 18 August 2015, No. 142). See 4.1.5 Right to remain on the territory and suspended for cases in which, despite having appealed, you are not authorized to remain on the national territory. Furthermore, the receipt confirming the presentation of the request for international protection issued together with the registration of the application constitutes a temporary residence permit (Article

		4, paragraph 3 of Legislative Decree of 18 August 2015, No. 142).
Verbalizzazione	Ref. Art. 26, paragraph 2 Legislative Decree no. 25 of 28 January 2008.	The police station, having received the application for international protection, draws up the minutes of the applicant's declarations on appropriate models (see Model C3 (Minutes) in the Attachments section). The report is approved and signed by the applicant to whom a copy is issued, together with a copy of any documentation attached. The report is drawn up within three working days of manifestation of the desire to seek protection or within six working days if the will is manifested to the Border Police Office. The deadlines are extended by ten working days in the presence of many applications because of substantial and close arrivals of applicants.
Passport	Ref. Art. 11, paragraph 1 Legislative Decree 28 January 2008, n. 25.	The asylum seeker has the obligation to deliver the documents in his possession relevant to the application, including the passport, if possessed.
Withdrawal of the application	Ref. Art. 23 Legislative Decree 28 January 2008, n. 25.	If the applicant decides to withdraw the application before the hearing before the competent Territorial Commission, the withdrawal is formalized in writing and communicated to the Territorial Commission declaring the extinction of the proceeding.

Table 4: Decree Procedure

2.4.4.2 The Detention

From the Legislative Decree 28 January 2008, n. 25 the detention is moved entirely in the Legislative Decree 18 August 2015, n. 142 (modified in part by Decree Law No. 17 of February 17, 2017, converted with amendments by Law April 13, 2017, No. 46 (Minniti - Orlando). **Attention:** the following, regarding detention and reception, must also consider the Hotspot system. Those who fall into cases of detention and reception are those who have not returned in cases of refolement or relocation. (Naga, 2017)

- For more information about the Detention, check the Annex

2.4.5 Literature About the Reception System

2.4.5.1 Introduction

The system of phases outlined by Legislative Decree 18 August 2015, n. 142 and subsequent amendments:

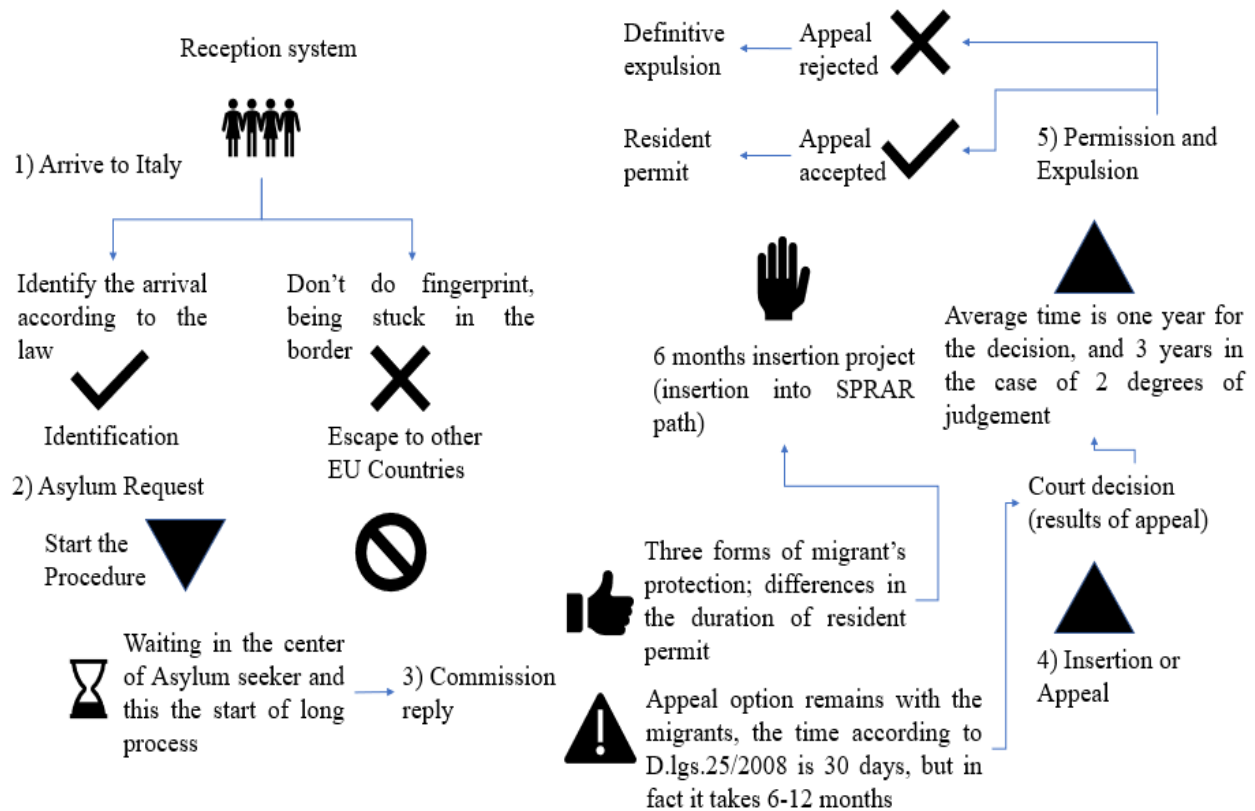


Figure 9: The phases of the reception system

This photo shows the phases the arrivals could take from the time they arrive to the country until the time of getting either a resident permit or an expulsion decision.

Below I will explain in detail how the reception system is working and what are the main differences between the various reception centre, as it is important to explain and define the meaning of each centre, they are: CPSA, CDA, CARA, CID, CIE, CPR, SPRAR. Below I make a

visual graph shows the path to be followed from the time the immigrants arrive to the Italian coast and enter the country:

How the reception system works in Italy

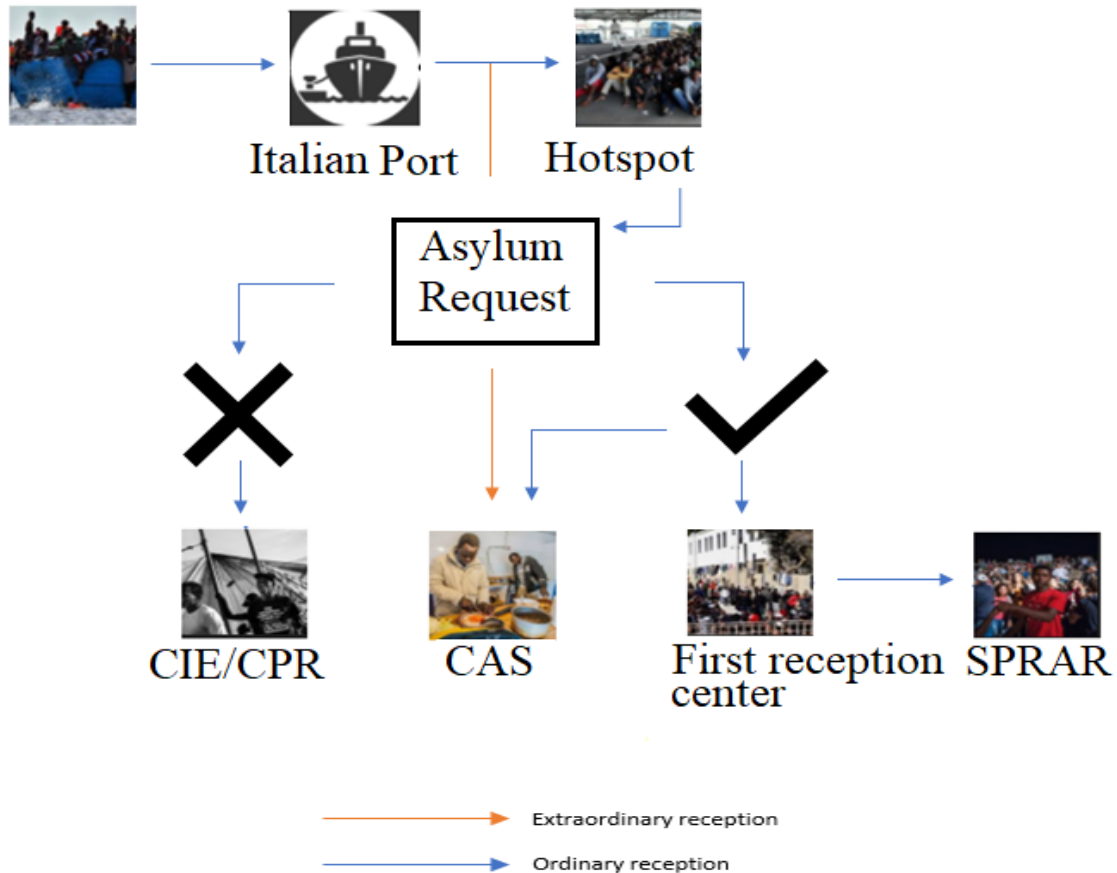


Figure 10: Reception System in Italy

- CAS: Centri di accoglienza straordinaria (extraordinary reception centre)
- CPSA: Centri di primo soccorso e accoglienza (First aid and reception centre)
- CDA: Centri di accoglienza (reception centre)
- CARA: Centri di accoglienza per richiedenti asilo (reception centre for asylum seekers)
- SPRAR: Sistema di protezione per richiedenti asilo e rifugiati (protection system for asylum and refugees)
- CIE: Centri di identificazione e espulsione (centre of identification and expulsion)
- CPR: Centri di permanenza e rimpatrio (centre for stay and repatriation)

Figure 11: Reception centre Names in Italy

(Naga, 2017)

2.4.5.2 Level of the Reception System

The reception system in Italy operates on two levels:

- 1) First reception, which includes the hotspots and the first reception centre.
- 2) Second reception, the so-called SPRAR (protection system for asylum seekers and refugees).

Theoretically, if everything runs smoothly (the ordinary welcome, full line in the infographic), the first reception should serve to guarantee first aid migrants, to proceed with their identification, to start the procedures for the asylum application. They should be quick procedures, and then assign the asylum seekers to the SPRAR projects (the second reception) a program that is able to guarantee a process of integration in the territories at 360 degrees, which goes far beyond food and accommodation.

But the procedure is not that smooth. The beneficiaries of the reception system (asylum seekers, refugees and holders of subsidiary and humanitarian protection) have increased dramatically since 2014, due to the increasing number of arrivals by sea in Italy of people applying for asylum, thus entering the reception system.

To make the SPRAR program work well with ensuring a real welcome and integration in the territory, it needs the adhesion of the municipalities, that the municipalities give their availability to manage a project of reception in their territory. Many municipalities do not want to do it, even though the projects are paid for with state money. They do not want to do it for political reasons. A little 'because they are of another political colour than the government, a little' because they do not want to take responsibility for starting a project that brings "refugees" in contact with their constituents.

(Naga, 2017)

Thus, the system cannot work. Too many questions, too few places. Increasing the number of seats, faced with difficulties in dealing with municipalities, is a slow process. There is a need a quick, "emergency" solution (the dotted line in the infographic), which is identified in the so-called CAS (Centre of Extraordinary Reception), a hybrid that forms part of the first reception that is often

accessed directly from the ports of disembarkation, but practically now gives a long-term reception as happens in the second reception.

Now I show how the different components of the reception system: the first reception and the SPRAR.

2.4.5.2.1 First Reception: Hotspots and First Reception Centre

The first reception is carried out in collective centre where the newly arrived migrants in Italy are identified and can initiate, or not, the asylum application procedures. The system of the centre is undergoing reform, the result of joint policies at European level and the Minniti-Orlando law that has introduced changes still to be implemented. This in the meantime the panorama of the different operational centre. Hotspots are the places where migrants are collected upon their arrival in Italy (Naga, 2017).

The system based on hotspots and first reception centre has replaced the previous system based on abbreviations that we must now consider outdated: the various CPSA, CDA and CARA. There are four hotspots: Lampedusa, Pozzallo, Trapani and Taranto.

There are few cases where some arrivals do not apply for asylum, in this case, they are conducted in the CIE (centre of Identification and Expulsion), where those who have received deportation procedures are closed and must be repatriated. Migrants should be held for up to 90 days (which can be extended quite easily to 12 months) (Naga, 2017).

- For more information about the first reception and some recent numbers, check the Annex

2.4.5.2.2 Second Reception: The SPRAR

The SPRAR was established by law 189 of 2002, although a decentralized reception network involving municipalities and third sector organizations in the experimentation of reception experiences had already been active since 1999. It is therefore a bottom-up practice, which was then institutionalized becoming a national system. The system is coordinated by the Ministry of Interior in collaboration with ANCI, the National Association of Italian Municipalities. Local

authorities that choose to join the SPRAR can apply for access ministerial funds at any time, by responding to an always open public notice.

Once asylum seekers transited from hotspots and first reception centre, they are assigned to the second reception, that is, they become part of the SPRAR program (protection system for asylum seekers and refugees), at least, in theory. SPRAR is a small program, and hosting refugees and holders of subsidiary and humanitarian protection, in fact asylum seekers arriving in Italy are increasingly diverted to CAS (Naga, 2017).

- For more information about the second reception SPRAR, check the annex

2.4.5.2.3 The Extraordinary Reception (CAS)

As mentioned before, few municipalities adhere to the SPRAR, and this makes the system insufficient to respond to the reception needs of the hundreds of thousands of asylums seekers arriving in Italy. For this reason, the CASs (Extraordinary Reception centre) were introduced, conceived as temporary structures to be opened in case "substantial and close arrivals of applicants" (Legislative Decree 142/2015, article 11) occur that cannot be accepted through the ordinary system (Naga, 2017)

- For more information about the extraordinary reception (CAS), check the Annex

Chapter 3. The Co-relation Between Immigration and Social and Sustainable Business Model Canvas

One of the goals of this research is to combine business with the reality of the NGO sector to come up with results that bring practical benefit for NGOs, as well as for the academic world, which could be a tool that NGOs can use in their daily work.

3.1 Introduction: Sustainability and Immigration

One of the most critical issues our world is facing is immigration; the increased number of immigrants due to several reasons put the hosting countries in a difficult situation and huge challenges where not only they have to deal with this phenomenon, but also to work in a sustainable way involving all stakeholders to find solutions and implement them in long-term, these solutions for both migrants and refugees, as well as the hosting country.

Immigration is considered a major challenge to many countries, especially in Europe where in the last recent years a great number of migrants arrived at many countries due to the instability situation in North African countries and Middle East. As immigration is not only a phenomenon of moving of people to other countries, it goes beyond this, where it becomes an important factor in shaping the political, economic situation in each hosting country, as well as its effect on the culture and the social factors of the country.

As this research has two parts, the first part is focused on the immigration phenomenon; explaining the meaning of different immigration terms, the integration process, then it is focused on the immigration background in Italy; the political, economic and cultural factors, and then giving a deep insight about the immigration legislation and laws, as well as about the reception system in Italy, and the second one is focused on the practical work, where I chose a case study to analyse its current situation and then implement the social and sustainable business model canvas to come up with proposals and recommendations to improve their work, services, relationships and for better solutions to immigration issues. In this chapter I will show the co-relation between immigration and this model, how this model could help in managing the immigration issues and how it can be implemented and used as a tool by NGOs.

3.2 Social Business

The business is often considered good when it is sustainability-oriented, and it is addressing social issues, where, for commercial business, it increases the sales, the efficiency of the values chain, corporate social responsibilities projects and activities and it gives the possibility to create a goodwill in the communities and places where the companies operate and focus more on the needs of low-income population (Santos, Pache, & Birkholz, 2015).

However, this makes the decision processes more difficult, as the company in this case has both the value capture for itself and the value creation for the society, and the managers need to weigh between both. To deal with this, there are some approaches, one is to consider the social issues and demand as signs of the future and re-think and re-implement the business model adapted by the companies, the way the companies do their activities and operation and how different stakeholders are involved (Santos, Pache, & Birkholz, 2015).

The profit can be defined as the value the companies capture for their shareholders, partners or members depending on the type of the company (public, private), or on the model of the company (partnership, cooperative). The impact is the value created for the society by the companies, with different missions to be achieved from different companies, including social and environment goals. Where the priority of the commercial company is the profit, for the social or 3rd sector organization the priority is the value creation for their beneficiaries; but also, it is important for them to consider the value capture beside the value creation and act and work in a systemic way that assure the goals of the companies, sustainability and meet the needs of different stakeholders (Santos, Pache, & Birkholz, 2015).

In summary, the alignment of profit and social impact is considered a key challenge in our world and it has gained a huge importance in the 21st century (Santos, Pache, & Birkholz, 2015).

3.3 The Business Model for the Non-Profit Sector

“Non-profit organizations pursue their mission to meet social needs, no matter how broadly or narrowly that mission might be interpreted” (Liebschutz, 1992).

A non-profit organization is an organization that uses its surplus revenues to further achieve its purpose or mission, rather than distributing its surplus income to the organization's (or equivalent) directors as profits or dividends. This is known as a non-distribution of profits (Courtney, 2002). Although Non-profit organizations are authorized to generate excess revenue with the comparison with costs, profits must be retained by the organization for its self-preservation, expansion, or investment.

Many Non-profit organization use a model that is characterized by a double bottom line, that is, supporting their main purpose, that is the pursuit of their social mission, to the realization of profits. Both aspects are, in fact, necessary to guarantee the sustainability of the organization, understood as the survival of the organization itself and the realization of the mission. In this sense we will define the models implemented by the non-profit organizations Economic Sustainability Model.

The "non-profit" designation does not mean that the organization does not intend to make profits, but rather that the organization does not have "owners" and that the funds realized in the operation of the organization will not be used for the benefit of the owners. The non-profit sector is such a widespread and varied sector, which includes small local neighbourhood associations as well as international agencies that bill several million dollars. In this context, even finding an agreement on an acceptable expression to describe the sector (if indeed it is a sector) is problematic. A detailed study of the economy of the non-profit sector began only around 1970. This reflects the recent growth, in terms of size and objectives of the sector. Recent research has highlighted the importance of the non-profit sector in contemporary society (Anheier, 2009).

Far from being a marginal aspect of life, in most countries, the non-profit sector pervades almost all aspects of society, "from the cradle to the grave" (Courtney, 2002), and is an important player in the economy. The non-profit sector plays an important role in almost all companies contributing to providing health care, education and social welfare for literally millions of disadvantaged people (Hansmann, 1987). In this context, non-profit organizations looked for models and tools to help them manage and develop their organizational structures in a way that is consistent and faithful to their mission and values. Some of these tools and techniques are in specialist areas such as marketing, finance, human resources and information technology, but there has also been a need to find appropriate ways to enable non-profit organizations to address and respond to some

fundamental questions on the purpose of the organization, on what it is trying to achieve and on "how" it is going to determine and realize its mission and its objectives.

These fundamental questions clearly fall within the concept of a consequent Business Model strategy, determining "the meaning and the scope of an organization in the long term, a position that ideally connects its resources to the evolving environment in which it operates and, in particular, its markets and customers in order to meet the expectations of the stakeholders " (Gerry & Kevan, 1993). The presence of more bottom lines means that Non-profit organizations tend to be multiple organizations; indeed, multiplicity is the signature of non-profit organizations. The challenge for management, then, is to develop models that identify these components, their cultures, objectives and operating procedures, to establish a coherence and identity between mission, activity and results (Anheier H. K., 2000). So, what we are seeing is nothing more than the emergence of new types of organizations, even those oriented towards commercialization, that could grow in a whole new global economic sector, concentrated on reducing poverty through the creation of business models that pursue both the profits and the wealth of contemporary society.

Non-profit organizations have not mandated to generate profits, but they are interested in balancing their economic needs with possible sources of funding, to support their actions and have maximum impact on the ground. Given these considerations, organizations are subject to the same forces and motivations of for-profit companies in the design of their business models. The non-profit sector is the sum of private, voluntary, and non-profit organizations and associations (Anheier H. K., 2014). It describes a series of organizations and activities alongside the institutional complexes of government, state or public sector, on the one hand, and the for-profit or business sector on the other. (The non-profit sector is the sum of private, voluntary, and non-profit organizations and associations. on the other.) Sometimes referred to as the "third sector", non-profit is a sector that has gained greater importance in recent years in the areas of welfare, education, community development, international relations, environment, arts and culture. The non-profit sector has also become more frequently the topic of teaching and research. Like any other organization, even non-profits need strategies and resources to fulfil their mission and achieve their goals. Precisely these considerations bring out the fundamental importance for a non-profit to take care of and pay attention to their Economic sustainable model.

Non-profit organizations contribute to society through the creation of social value. They operate in an increasingly turbulent context in which the construction of sustainable organizations has emerged as a critical necessity. This important issue was often discussed piecemeal. The literature suggests that in response to an increasingly competitive environment, Non-profit organizations have been forced to adopt an organizational sustainability focus at both strategic and operational levels of management (Weerawardena, McDonald, & Mort, 2010). Despite the growing contribution of non-profit organizations to world economies, they operate in an increasingly competitive environment. Non-profit literature in recent decades reflects attempts to examine this context. In addition to studying the context, many researchers have also proposed and suggested different attitudes that Non-profit organizations should or could take to address it. At the extreme we find researchers who support the need to radically redefine the purpose and mission of non-profit organizations to face challenges effectively (McDonald, 2007), (Forehand, 2000).

For a Non-profit, sustainability means above all being able to survive so that it can continue to serve its constituency. Within it, sustainability for a Non-profit means that the organization will be able to fulfil its commitments to its customers, its financiers, and the communities in which it operates. These groups of stakeholders depend on the non-profit that provides them with a service they need and that maintains their mission. Sustainability in this context means that stakeholders can place their trust in this commitment. From a macroeconomic point of view, sustainability in the non-profit sector means that important societal needs will be met. This leaves the sectors of commercial activities and public institutions free to pursue their commitments. Traditionally, the sustainability of For-profit companies has been the primary implicit focus of the management strategy literature. For example, the resource-based view (Barney, 1991), (Wernerfelt, 1984), resource advantage theory and market orientation discourse (Kohli & Jaworski, 1990), (Slater & Narver, 1998) inherently reflect the need for For-profit companies gain a competitive advantage that leads to higher financial results, ensuring organizational survival and growth.

Non-profit organizations differ substantially from For-profit organization in many significant ways. For example, For-profit companies aim to create greater wealth for shareholders by delivering more value to their customers. A Non-profit organization, on the other hand, must fight for financial resources to provide social value for its customers. They address a more complex and demanding multi-stakeholder environment and strategic process. Although focusing on customers

allows services to be delivered in a better way, the link between the customer and revenue streams is largely decoupled in the Non-profit sector (Weerawardena, McDonald, & Mort, 2010). "Donors takes a central focus because of the critical role they play in providing a centralized revenue to the functioning of the Non-profit organization (Weerawardena, McDonald, & Mort, 2010). Furthermore, public institutions and entrepreneurial initiatives nested within the Non-profit have provided other important sources of funding for NP. Substantial volatility in all these different revenue streams forces Non-profit organizations to become proficient in managing different stakeholders (Weerawardena, McDonald, & Mort, 2010).

A significant number of researchers in the non-profit sector focused on the "balance between money and mission" as a major problem in the management of non-profit organizations such as (Chetkovich & Frumkin, 2003) and (Frumkin & Andre-Clark, 2000). What emerges clearly from the literature is the need for "A Non-profit to ensure a flow of resources in order to sustain itself" (Valentinov, 2008), and consequently the importance of having a good economic sustainability model that supports them in achieving stability objectives. Non-profit organizations acquire funds through the marketing of products/services, support from public institutions and private donations. Since the financial crisis of 2009, individual and corporate monetary donations have been drastically reduced. Since the beginning of the European debt crisis, the governments of many countries around the world have started various measures of austerity, cutting public spending on many social programs. Over time, some non-profit organizations, traditionally founded by third party sponsors, have started to change their revenue collection policies and their revenue streams. Notwithstanding the fact that public subsidies could no longer be guaranteed, the NPs began to rely exclusively on third-party grants. However, during the recent financial crisis, these non-profit organizations have proven to be financially unstable and unsustainable. In this new financial era, a new business model is emerging. Non-profit organizations are following the triple-bottom-line business model. The triple bottom line business model pursues its social and environmental objectives simultaneously with revenue generation, i.e. the profit target, without sponsors or external donations (Elkington, 1998).

In 1997, the British scholar John Elkington developed the triple bottom line concept, which has since revolutionized how businesses, non-profit organizations and governments measure the sustainability and implementation of projects or policies. The TBL is reflected in an accounting

framework that incorporates the three dimensions of performance: social, environmental and financial. This framework differs from traditional regulatory information frameworks as it includes environmental and social measures that are more often difficult to associate with appropriate measurement tools (Elkington, 1998). The most significant difference between a for-profit organization and a managed organization through a triple bottom line sustainable model, it is the change in the central objective of companies. The traditional goal of the for-profit sector is to maximize shareholder interest. On the contrary, the objective of a triple bottom-line organization is to expand its organization, not only to obtain a continuous and sustainable financial base, but also to have the possibility of a continuous collaboration towards the resolution of social ills and of environmental problems.

To design a business model that matches well with the social and sustainable objectives of the business model, the business model canvas must be modified/expanded with more additional blocks, namely, Social and sustainable Value Proposition, Metrics and Impact and Beneficiaries.

The new blocks are defined and evaluated based on social impact considerations and environmental impact assessment. Assessments on the social impact include the processes of analysis, monitoring and management of the consequences, at the social level, of the planned interventions (policies, programs, plans, projects) and of the possible social change processes invoked by these interventions. These consequences can be both intentional and involuntary, both positive and negative.

3.4 Social and Sustainable Business Model

In this chapter, I define the social and sustainable business model, outline its characteristics and how it could be connected to the immigration issues. Regarding the different challenges and difficulties resulted from the immigration phenomenon, how could the use of this model help different stakeholders, especially the 3rd sectors organization, which works in this field, in terms of management, collaboration and coordination with other actors to come up with better solution.

The modification of the traditional business model is based on the material I have taken during my master studying (Management engineering) at Politecnico di Milano; in the course: Business in

Transformation: Social and Sustainability Challenges Lab, where we have been introduced to the social and Sustainable Business Model Canvas.

There are a plenty of drivers that brings companies to sustainability, both in case the organization is set for social and sustainable values and in case of turning the organization in this new direction. Being attention to this topic has resulted in changing the traditional business model, where the new one differences in importance and impact and that contributes to essential progress concerning social, economic and ecological elements. A business model could have both potential positive and/or negative impacts on social, economic and environmental aspects.

This model is interesting for the organizations that advances a social mission, mission-related impact, not wealth creation, which may generate profits, but it is not the enterprise's focus. Profits are rather a possible means to achieve sustainability in providing a social benefit, this differ traditional business organization from the social one in terms of the organization's focus. Business ones focus more on financial returns or shareholder value, while social ones focus more on ecology, social causes, and public service mandates.

3.3.1 Definition

I start from providing definitions of the model and the its value proposition:

“A business model for sustainability helps describing, analysing, managing, and communicating (i) a company's sustainable value proposition to its customers, and all other stakeholders, (ii) how it creates and delivers this value, (iii) and how it captures economic value while maintaining or regenerating natural, social, and economic capital beyond its organizational boundaries.” (Schaltegger, 2016)

“We define sustainable value propositions as a promise on the economic, environmental and social benefits that a firm's offering delivers to customers and society at large, considering both short-term profits and long-term sustainability.” (SamuliPatala, 2016)

This social and sustainable business model is like the traditional business model in terms of economic successful, in addition, it has other perspective regarding the sustainability and social

impact as it is not focusing only on the profit side of an organization. It is very important to have a clear definition of social and sustainable value before understanding this model and how it looks like. This business model brings together both values that an organization creates and deliver to its beneficiaries and stakeholders, as well as to itself. This model can help in creating opportunities for innovation. The table below shows short definitions of both traditional business model and the sustainable one:

Definition	
Business model	It is a conceptual tool which defines the way how an organization produce, capture and deliver its value. It shows how a company run business, compete and how to differentiate from other competitors and how it is possible to integrate its value chain in the value chain network with other companies.
Sustainable business model	This model differs from the traditional one in terms of its purpose and value proposition, where the sustainability has a great role in shaping the decision-making process, the mission of the company, it means that company is addressing more and more sustainable topics and issues where the value capture and creation is the fundamental goal.

Table 5: Definition of Traditional, and Sustainable Business Model

(DA, LB, M, & J-E, 2016)

3.3.2 Modification and New Blocks

- Social and Sustainable Value Proposition

The first modification is regarding the value proposition; it is differentiating value proposition into Social and Sustainable one. As the value proposition is the key of the business, the value the business creates that its beneficiaries appreciate, it explains what problem you are solving for your beneficiaries and how, it figures out whether your product or service meets customer needs, it forces to develop an in-depth understanding of customer’s needs, desires, and their reasons for not being able to overcome the issue themselves. The product or service you develop should address these factors to ensure you are meeting a real need under your beneficiaries’ limited condition.

The value proposition in this model includes the value created for both the individual and society at large and the social impact of the organization, where customers are driven without forgetting about your impact on society.

The top priority of this model is the social and sustainable value creation, the values created in the society and social benefits, which gives the possibility to find solutions that have the goal of solving problems such as poverty, inequality, low education level, etc. on the other hand, regarding the economic value creation, the sustainability part of this model is to keep the business running through the social products/services provided for the aim of creating social value and impact in the society and addressing social and environmental issues, where the customers of the business are getting involved in the business model for the reasons and goals of social purposes and societal benefit.

To summarize, the value proposition of this model is converted from the commercial value map, to the social and sustainable value map, which consists of social value or social problem to be solved, social gain creators, which are the factors that describe how can create gains for the beneficiary that is rooted in addressing a pressing social problem or an organization mission, and pain relievers, which show how the social value or social product solves the intended beneficiaries' challenges. I could say, in this perspective, the priority of the organization is not to care just about the profit, but how to be the least harmful possible for the environment and the society and it is positively engaged towards societal benefits creation. I add also, this new value proposition implies the optimal allocation and usage of scarce resources to benefit the community. The resources to be allocated and used can take on various forms, including time.

- **Impact and Metrics**

This block gives a set of measurements, which can be considered as guidelines, that are important for the organization with social/sustainable missions and goals. This block helps in measuring the progress in achieving their social/environmental purpose besides from the profit they generate and help in understanding what kind of social impact you're creating and how it could be measured. Later in the thesis, I explain more the social impact measurement through applying it on the selected case (Naga-Har) and I propose to them both social value chain and set of indicators that can help them in measuring the impact they create in the society.

- **Beneficiaries**

This block is considered important in this new business model as it concerns the main group of people the organization is addressing to create and capture social values and impact through its value propositions and the social missions it has. This to come up with better solution to improve the life conditions of the beneficiaries as well as to improve the society.

This block differs customers from beneficiaries. The beneficiary are the people who are not paying for the products/services provided. The organization defines a beneficiary's profile map based on their needs, which describe how the beneficiaries can accomplish their goals in their lives, how the organization helps in improving the life conditions of its beneficiaries and increase their life quality by addressing their needs. Also, it is important for the organization to understand the negative outcomes, risks, and challenges related to the needs they are trying to address.

I will introduce the blocks of this model later in the thesis, where I apply it on the selected case for the practical work.

3.3.3 Immigration, Social and Sustainable Business Model Canvas and Case Selection

After the literatures done about immigration, social business and business model of non-profit, I show, in the two figures below, how we can combine the social and sustainable business model and immigration together, where this model can be used as an effective and efficient tool by organization, working in the field of immigration, to come up with better solutions to the challenges resulted and answers to the needs of beneficiaries as well as stakeholders.

As immigration is considered one of the main critical issues our world face and it needs a huge effort from different actors, in both countries of origin and destination, and it has social, economic and political impact, this model can be used by different organization and businesses which has social mission and aim to work in sustainable way to improve the situation of immigration and creates benefit to the societies and different stakeholder.

Figure 12 below shows how immigration, social and sustainable business model canvas and the selected case study are related to each other, where the centre (Naga-Har) can implement the business model within its core operation to manage and improve its services provided and its current situation regarding immigration issues which the work field of the centre.

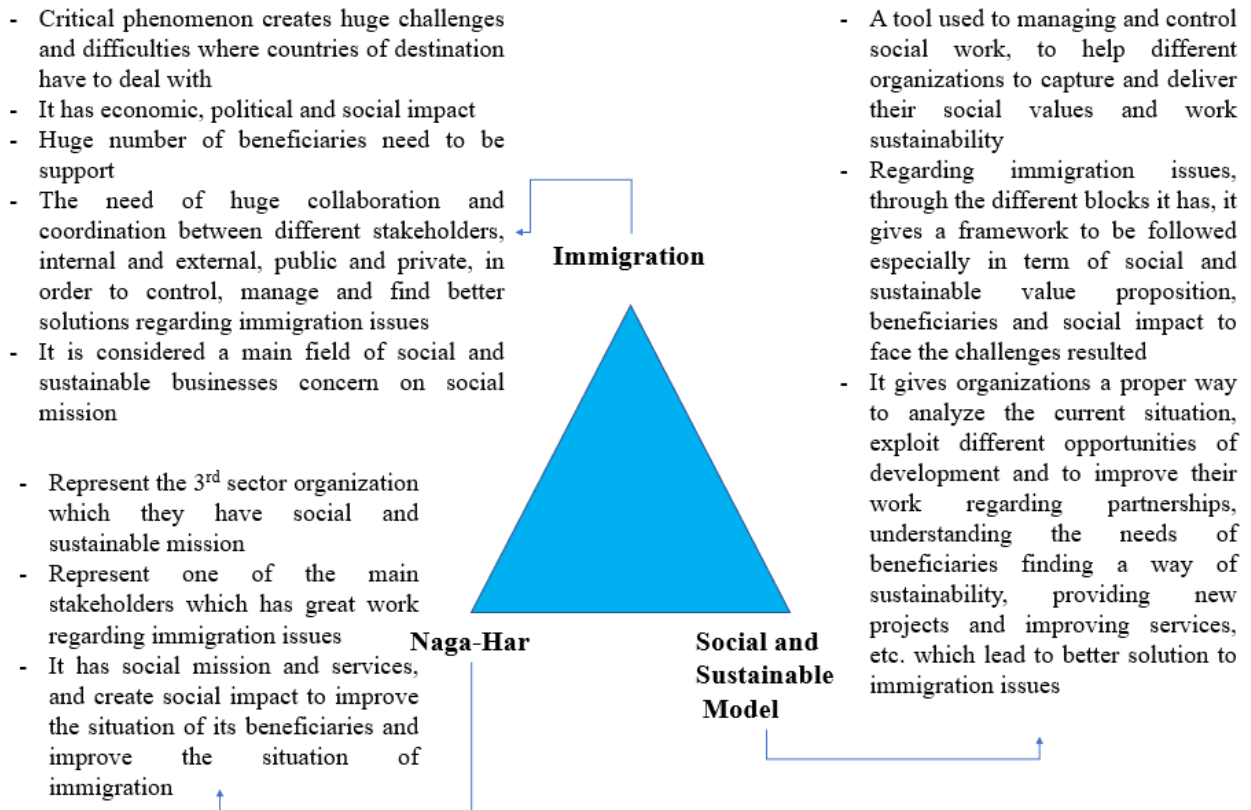


Figure 12: Immigration, Social and Sustainable business model and Naga-Har

To continue, figure 11 shows the co-relation between immigration and the social and sustainable business model canvas, where it considers:

- Immigration as a critical issue.
- The reason behind immigration.
- The effects on the countries of destination.
- The different stakeholder involved.
- The way to face the challenges of immigration.

- Immigration is related to the social and sustainable practices.
- The social and sustainable model as tool to be used by NGOs to answer the needs of immigration.
- The outcomes of using the social and sustainable model.

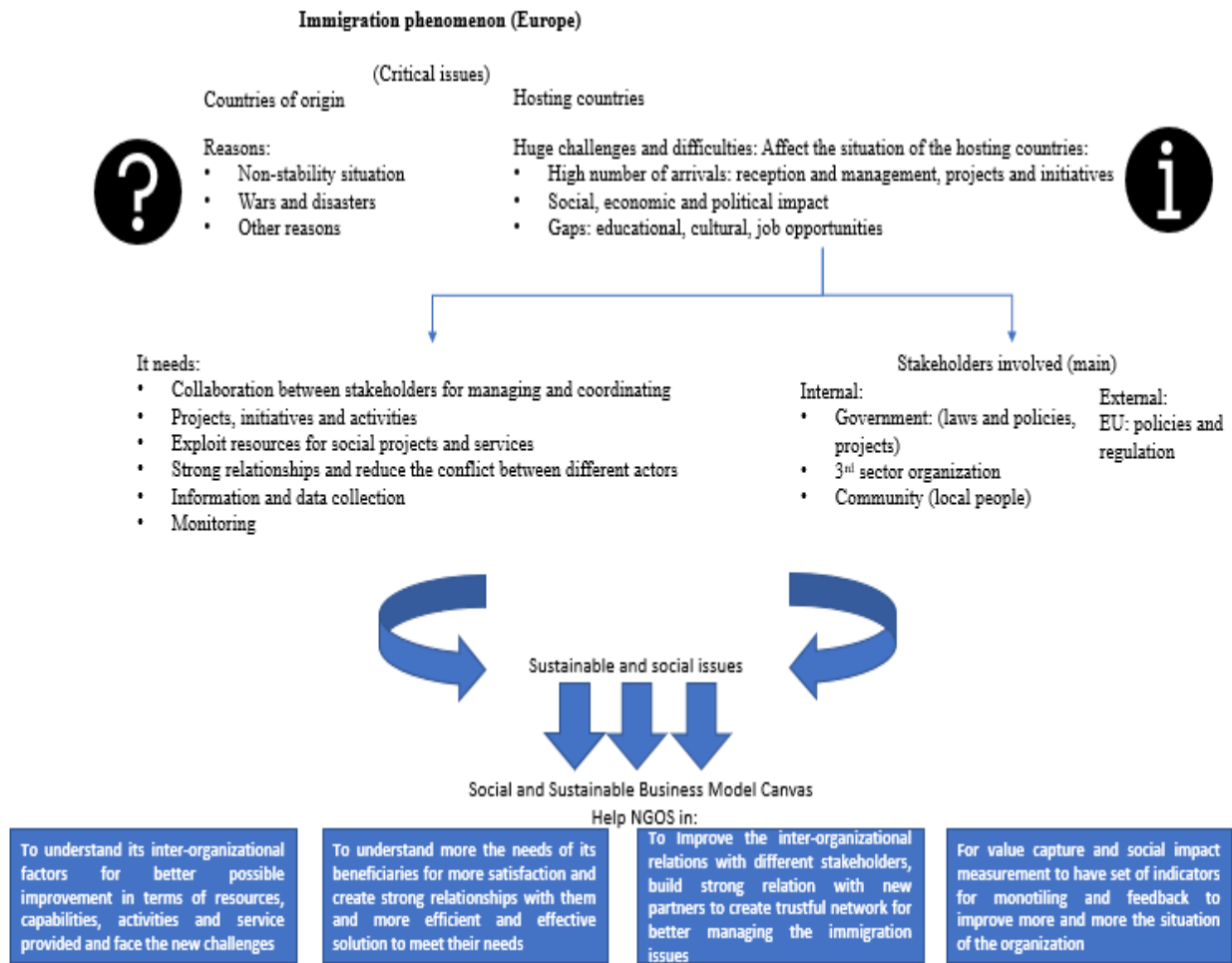


Figure 13: Co-relation between Immigration and Social and Sustainable Business Model

Chapter 4. methodology

4.1 Introduction

As mentioned before, the purpose of this thesis is to give insights and full overview about the current migration situation in Italy. Regarding the policies, legislations, the reception system and application procedure for immigrants and historical background in Italy. Also, this thesis focuses on how a social and sustainable business model can help in improving NGOs work in this field and in terms of delivering service and the relationships between them and other stakeholders.

To answer the research questions, this thesis takes a qualitative approach and method and follow several steps. This thesis also consists of a case study to be analysed and examined to give an overview from the current practices NGOs in Italy towards immigration issues and implementation of the social and sustainable business model canvas.

To obtain the necessary information to complete this thesis there are some objectives needed to be considered. **First**, it was necessary to have clear definition of different immigration terms, also to examine the theoretical framework of migrant ethnic and national identity and multiculturalism in Italy and provide a comprehensive description about migration background and history in Italy. Also, to give overview about integration process of immigrants. This is can be accomplished by gaining insight into some scholarly literature and prominent theories and articles that contributed to the field and within the framework of this thesis.

Second, to understand the current historical and political discourse concerning migration issues, a brief description and literature reviews must be done through the analysis of several historical factors influence the immigration phenomenon and through the analysis of the government statistical publications, migration laws, legislation and political system, the reception system and the application procedure for asylum seeker. This is will be according to several articles and studies that have been done on this field.

Third, a small chapter is included in this research to understand the concepts of the social work, the business model for Non-profit organizations and the co-relation between immigration and social and sustainable business model canvas. This for better understanding of the social and sustainable business model, its definition, importance and how to implement it within NGO to help

in improving its situation and create social and sustainable values, especially for the beneficiaries (immigrants) and different stakeholders.

This thesis includes also of the analysis of the case study (the selected organizations) which is focused on the intra-organizational factors within the organization itself, (capabilities, resources, services, etc.) from one side, and on the other side, the inter-organizational relations between NGO or other implementers and the other actors: public (municipality, national level) and eventually private ones. This will support my work and to come out the results and conclusion, and finally to bring out the recommendations, solutions and suggestions for better improvement of the migration situation in the area.

4.2 Case Selection

The selection of the case is driven by having a clear literature review about immigration situation in Italy (policies and legislation and reception system), as well as having clear definition of the business model and where to implement it. By choosing where to implement the several factors in this thesis, this helps in enhancing the proposals and recommendations validation and adaptation.

The selected organization (Naga) is related to the research objectives of this thesis, as Naga is a secular and non-partisan voluntary association that was established in Milan in 1987 to promote and protect the rights of all foreign citizens, Roma and Sinti without any discrimination. The Naga is a non-profit organization registered in the voluntary registers. Later in this thesis, I will provide clear information about the selected organization (Naga). The thesis is focused on Naga-Har centre, one of the sections that Naga has as an organization.

4.3 The case Study

The data collection that was used for the case studies was a mix of desk research, questionnaire, joining the organization activities and interviews. Part of the information is extracted from the organization's website and previous published reports and work. This information to help to understand the operation structure inside the organization (in Naga-Har

centre) and the service provided, also this help to a preliminary idea of the organization's current business mode. Interviews, questionnaire and the time spent in the organization are the major source of information. Basically, questionnaires are addressed to both volunteers and immigrants, they addressed the following main topics; for the volunteers: 1) General background about the organization policies, operation and activities structure, 2) the learning process adapted by the organization, 3) the service provided and further improvement, the difficulties and challenges and the relationship with other actors and with beneficiaries. For immigrants: 1) the difficulties they face, 2) their opinion about the services provided, 3) satisfaction and possible improvement to meet their needs, 4) their relationship with the organization, their opinion about the national policies and immigration procedure. According to this information in this step, the case study is drawn, with identifying its business model and the implemented social and sustainable practices.

4.4 The Empirical Work

This research includes a 3 weeks empirical work to be done by joining the selected organization (Naga) activities in its Naga-Har centre which is in Milano. The work be done in Naga is:

- **Main analysis with Naga (short summary)**

Analyse the current state of Naga “AS Is”, this is to be done by developing the Business Model Canvas, focus on each block in the business model to give a brief explanation of operational structure and key points of Naga-Har. This analysis helps in understanding the current situation of Naga-Har in terms of several factors, such as the operation management, services delivered, meeting the needs of the migrants as well as the activities, relationships the organization has

The next step is to modify the current business model or current state of Naga-Har to manage the immigration problem, by using some or all the factors that characterize the Social and Sustainable Business Canvas Model. How the develop of the new business model help in improving the overall situation of Naga-Har.

With this hypothesis, I focus on the reconstruction of the operations used by Naga-Har in managing the services delivered to immigrants, starting from the needs of the immigrants.

Also through this analysis, I will focus on the on the learning processes that Naga-Har performs (if it does something) to adapt the services to the needs of the different immigrants, and I will focus on the economy of learning of Naga-Har in terms of the experience gained, and how it adapts different services according to the challenges it faces and the needs of migrants (for example: interviews, training of personnel, discussions, focus groups...)

With this information, it is possible to develop some ideas to discuss the opportunity to use the Canvas model and underline how the model could improve the quality of the services.

To summarize the main three steps of the research:

1) The analysis of 'AS IS' of Naga:

Start from developing a business model of the current situation of Naga-Har and how the current situation helping in meeting the needs of the immigrants.

After doing the interviews and collecting information about the current situation, a presentation of the business model and a discussion with Naga to be done for further improvement as well as to discuss the advantages of developing the social and sustainable business model.

2) The analysis of the learning process inside Naga-Har:

To understand kind of learning process that Naga adapt and what the experience Naga gain through the operations it does and services it provides.

To understand the possibilities of further improvement of the work in terms of learning and services and activities provided

3) Develop the Social and Sustainable business model for Naga-Har (propose):

To understand the benefits of developing this model, to understand each block of this model, to identify how this model could improve the current situation of Naga, how this model could improve the work of the Naga, the advantages of applying this mode, how this model increase the efficiency of Naga in terms of the activities and services provided and how this model supports Naga in terms of meeting the needs of immigrants.

4.5 Difficulties and Limitation

Immigration is considered a critical topic in Italy, with many stakeholders involved and different opinions and thoughts regarding it. During my research, the main difficulty was the lack of accessibility to the data and information in general or from a specific actor. The situation in Italy makes it very difficult to have close contact with main actors or to have site visits for example to immigrant's centre or camps, very difficult to get a permission. Another difficulty was the response from NGOs working in this field, some they did not respond at all, others it took much time to get response with the answer No. After I contacted some NGOs, as the purpose of this thesis is to do empirical work with different NGOs and make a comparison for providing better improvement and solutions, unfortunately, I got accepted only from one organization where I can do the field work. Also, the Italian language was a barrier for some organization, as the knowledge of it is needed to contact a specific actor or make interviews, it is mandatory to speak fluent Italian to go ahead.

Chapter 5. Analysis and Results

5.1 Introduction

This chapter consists of the results of the data collection and the analysis within the case study to understand its situation in the real-life phenomenon as it has been observed through the empirical work. This represents the third and fourth steps of the methodology to provide information and data for answering the main research question regarding the social and sustainable business model, as well as the second sub-research question.

5.2 Description of the Case

Organization Information (Naga)

Information		Description
Name of the Organization		Naga- VOLUNTARY ASSISTANCE OF SOCIO-SANITARY ASSISTANCE AND FOR THE RIGHTS OF FOREIGN CITIZENS, ROM AND SINTI - ONLUS
Address		Headquarter in Milan (MI), Via Zamenhof n. 7 / A.
Contact details	Mail	naga@naga.it
	Telephone	0258102599
	Fax	028392927
Year of establishment		1987
Registration status		Secular and non-partisan voluntary association Non-profit organization registered in the voluntary registers.
Founder of the association		Italo Siena
Brief description of the organization	Description and organization structure	Naga is a secular and non-partisan voluntary association that was established in Milan in 1987 to promote and protect the rights of all foreign citizens, Roma and Sinti without any discrimination. The Naga is a non-profit organization registered in the voluntary registers. The association is composed of more than 300 volunteer members, with training and professionalism of the most varied: lawyers, social workers and anthropologists, experts in cultural mediation, training and communication. About half of the volunteers are qualified health workers such as doctors, nurses, psychologists and psychiatrists. Each member is required to have at least one weekly shift in one of the services offered, as well as active participation in the association's meetings and decision-making, meetings and seminars.

		<p>To become volunteers of the Naga it is necessary to take part in the training course of the association.</p> <p>All personnel are voluntary, except for the management secretariat and some temporary staff on certain projects. The activities of the Naga are financed by donations from private citizens, associations, companies, foundations, institutions, international organizations and religious organizations.</p> <p>The activity of the association is divided into different sectors and working groups and the board of directors, elected by the assembly of members, executes and makes operational choices and guidelines decided by the assembly of members, central body and heart of the association.</p>
	<p>Purpose of the organization</p>	<p>The purpose of the Association is the exclusive pursuit of social solidarity purposes by promoting the human and social commitment of democratic citizens without any discrimination based on ethnic, religious, political, sexual orientation and gender, to stimulate activities social welfare, defence and guarantee of rights towards foreign citizens and peoples, Roma and Sinti.</p> <p>At the centre of the association's activity are placed</p> <ul style="list-style-type: none"> - social, human, psychological, health care, study, instrumental to the social purpose, research, instrumental to the social purpose, - the debate, the editorial initiatives, instrumental to the social purpose, - training and updating in the areas of social and health problems, - education in knowledge and use of social and health services, - the defence and guarantee of the rights of foreign citizens, Roma and Sinti. <p>By way of example and not exhaustive and in any case instrumental to the achievement of the social purpose, the association will carry out the following activities on themes of social-health and defence and guarantee of rights:</p> <ul style="list-style-type: none"> -cultural activities: round tables, conferences, conferences, congresses, debates, scientific exhibitions, surveys, seminars, institution of libraries, screening of films and cultural documentaries,

		<p>-training activities: preparation courses and specialization courses, particularly in the social sciences, setting up committees or study and research groups,</p> <p>-publishing, communication and information activities, including publication of a magazine-bulletin, publication of conference proceedings, seminars and studies and research.</p>
	<p>Principle of Naga</p>	<p>-Naga recognizes the inalienable right of people to free movement and permanence and considers immigration a historical and immanent phenomenon. The Naga believes that rights should be recognized to migrant citizens on equal terms with European citizens.</p> <p>-Naga promotes the emergence of new citizenship rights for migrant people, even if irregular on the national territory, as well as supervising the concrete and effective application of the already recognized rights.</p> <p>-Naga supports the unavoidable and indispensable right to health for migrant citizens, even if irregular on the national territory; the right to health that must be guaranteed by the public health service by favouring direct assistance from the institutions. The Naga refuses any form of special detention, direct or indirect, related to immigration status without a residence permit.</p> <p>-Naga recognizes and promotes the effective protection of the rights of detained migrant citizens and rejects any direct or indirect discrimination mechanisms, including expulsion as an additional sanction (the so-called "double penalty").</p> <p>-Independence of the association: The Naga conforms its action to principles of independence from political parties, institutions, trade unions and religious organizations and financiers. This without precluding in concrete the possible participation of the association in networks, initiatives, movements and campaigns that however respect the social object of the Naga</p>
	<p>Issues working and sections of Naga</p>	<p>-Healthcare Member Area: Naga volunteers offer basic and specialized medicine services, psychological counselling, psychiatry and service orientation. Health activities are carried out both at the headquarters of the association and on the territory. The Naga commits itself to constant monitoring and reporting of violations of the right to health. All services are offered free of charge.</p> <p>-Legal Area and Social Area: Facilitating access to legal information: from residence permits to family reunification, from work to minors, from marriage practices to regularization, from expulsions to the flow decree. All services are offered free of charge and with constant attention to individual cases and the affirmation of individual rights.</p>

		<p>-Research and Documentation: The study of the phenomena and social and cultural transformations that the phenomenon of migration brings with it. Years of cultural activity and in the field have led to the establishment of a library, an archive available to researchers and university students and to the creation of documents that you will find in electronic form on the site.</p> <p>-Naga-Har centre The Naga Har centre is a place for listening and welcoming. The victims of torture have been "betrayed" by other people, so the centre as well as providing support in the procedure of recognition of refugee status, aims to regain their trust in others, through different types of socializing activities.</p>
Organs of the Association		<p>The corporate bodies are: - The Assembly of Associates, - President, - The Board of Directors.</p> <p>The Assembly is the sovereign body of the Association, it can be ordinary and extraordinary and is made up of members in the Register of Members. The Ordinary Assembly elects the President of the Association who is also the President of the Board of Directors and deliberates on the activity program.</p> <p>The Ordinary Shareholders' Meeting, at the invitation of the Board, issued in writing eight days before the meeting, meets by April at least once a year for the examination and approval of the financial statements of the previous year and for the presentation of the economic and financial estimate for the current year, as the duration of each financial year is fixed from 1 January to 31 December of each year.</p> <p>If specific requirements so require, the Ordinary Shareholders' Meeting for the approval of the financial statements and the presentation of the economic estimate may be called within six months of the end of the financial year.</p> <p>The members can be represented in the assembly by another associate, who is not a director or auditor; each associate cannot confer more than two proxies.</p> <p>The Shareholders' Meeting must also be convened when a motivated request is made by at least one tenth of the Associates or when the Board deems it necessary. In an extraordinary way, the Assembly is convened for statutory changes, for the dissolution of the Association and the devolution of assets.</p>
Daily working hours		Naga-Har: 14:30-18:30

Does it have volunteers	Yes
Geographical coverage	Milano

Table 6: Organization Information-Naga

(Naga, n.d.)

5.3 Analysing the Empirical Work and the Aggregated Data and Information

The Empirical work:

The agreement with Naga to do this research is to join the organization for two weeks, from Monday, May 21st to Friday, June 1st in Naga-Har centre. Due to this short time available for the research, I decided with Davide (one of the volunteers who is responsible of Naga-Har centre) to focus on the activities and operation done in this centre, the reason is to be more specific and make the research about one business unit of Naga where I can have the ability to exploit the time available for more focusing and better research as I consider the Naga-Har centre as the core of this research.

5.3.1 As Is (current situation)

The data and information collected for this section is to understand the current situation of Naga organization, and specifically the current situation in Naga-Har centre, this to be done with the different methods mentioned before in the thesis.

I start from developing a business model for Naga, focusing on the situation on Naga-Har centre, the business model helps to give me a clear idea about the current situation inside the centre, to understand both intra-organizational factors within organization and the centre, (capabilities, resources, services, etc.) and the inter-organizational relations between Naga and the other actors: public (municipality, national level) and eventually private ones. This step also helps to understand the operational structure and give a clear picture about the whole current situation of the centre.

After developing a business model in this step, the data collected in this step is the base of the third step where I will develop a new social and business model canvas which can be adapted by Naga

for more possible improvement of the situation and the environment inside the centre (including the activities and the operational structure), as well as for better delivered service in terms of helping the organization itself to be sustainable and in terms of supporting its beneficiaries and meeting their needs.

5.3.1.1 Practical Work Description in Naga-Har Centre

1) Introduction

For two weeks I joined Naga in their Naga-Har centre where this research is based on, the goal is to understand the current situation in the centre, in terms of the services provided, the activity held in the centre, the environment inside, the role of the volunteers and life of the immigrants in the centre. Moreover, to understand the daily operation and work in the centre, the operation structure and the learning process adapted by Naga. With a questionnaire done for both volunteers and immigrants, I can understand the current situation by following the research structure and getting the answers of different questions for better improvement of the internal structure of the centre, as well as the external environment which could help me in implementing and proposing the social and sustainable business model canvas for better solution and value creation through the services delivered and provide recommendations for Naga.

2) The time inside the centre:

The time I spent inside the centre was divided according to the daily work I have done, the first two days were to get more information about it, to understand the operations and activities held inside, I spent the time talking and discussing with the volunteers, as well as immigrants to get an idea from which I can start the work. The following days I start to draw the current business model of Naga-Har, by getting some information from its website, as well as from the volunteers. During these days I was setting with some immigrants to do the questionnaire for them, and for the volunteers I did it according to their availability.

3) Naga-Har:

It is one of the sections of Naga, it is a centre located in via San Colombano, 8 and it is open from 14.30 to 18.30. it is a place for listening and welcoming. The victims of torture have been "betrayed" by other people; for this reason, the Centre's activity, in addition to providing support in the procedure for recognizing refugee status, aims to regain their trust in others through various types of socializing activities from football matches to photography courses.



Figure 14:Naga-Har centre (the building)

The simple stop to listen to individual stories in their profound uniqueness and irreducibility, allows to recover the human dimension denied. In 2001 the Naga decided to open a centre dedicated to asylum seekers, refugees and victims of torture, on the one hand to support the procedure of recognition of refugee status, on the other to propose a non-medical process of treatment of invisible wounds left behind by torture and persecution, through training and socializing activities. The Naga-Har centre is open daily and its volunteers provide legal and social assistance to asylum seekers, refugees and victims of torture. There are also courses in Italian and computer science, musical activities, sports, photography and cinema courses. The service sees the presence of 30 volunteers: psychologists, doctors, cultural mediators, art therapists, musicians, teachers and other

professionals. About 700 foreigners per year take advantage of the services and assistance of the centre.

4) Other information about the centre:

- The facility:



Figure 15:Naga-Har centre (inside)

The centre is in via San Colombano, 8, Milano, Naga pays the rent of this place to Comune di Milano, the centre is in the second floor, it consists of several rooms; one room of the director 'Davide', other room with reception desk where the volunteer work, welcome and support the immigrants. There is a room for Italian courses, a TV room where immigrants spend time, internet room, it has also a place where immigrants can play some sport such as Ping-Pong, billiards and use computer, pray and meet other people. and finally, there is a toilet and kitchen available for all.

- The service:

• The director

His responsibilities are: supervision and control the centre, support the group of volunteers and help them to provide the proper and right services to the immigrants.

- **Volunteers and Naga Card-for immigrants to join Naga**

Once the torture victims, immigrants and refugees arrive to Naga-Har centre, which is part of Naga (a voluntary, lay, non-party, autonomous association, independent from any type of political, religious or party institution), in the reception desk, the unpaid volunteers start the procedure of registering them and give them Naga card, the volunteers welcome them and stand on their side, also volunteers set with the them and ask him about all information, such as the, contact details, reason of coming to Italy, his situation, about his document, etc. in order to write this information in his file and keep it in Naga.

The volunteers listen to the immigrant's story and study their cases to give them the proper answer and the right information regarding their request of asylum. Also, there is an Italian teacher for the Italian courses provided to the immigrants and volunteer to provide informatics courses.



Figure 16: Naga-Har centre (volunteers and beneficiaries)

- **What the centre helps for:**

- Application for those claiming for asylum.
- Support before meeting the board, evaluating claims for asylum.
- Application in case of denial.
- Meeting at the police station: CUPA (to renew the residence permit).

- Information and help: listening to the user's needs, give information about where to find cloths, food and shelter.
- Address the users to Naga surgery for medical certificates.
- Help in editing the curriculum for the users.

- **Activities in the centre:**

Beside the main goal of the centre, there are several activities done and the users can attend, there is no need to enrol in the centre, any of the user can attend the activity and he just ask the volunteers, the activities are:

- Italian course.
- Soccer team.
- Computer Lab and using of the computers (10 computers available in the centre).
- Art and music.

5) Weekly time table in Naga-Har centre:

This table below shows the daily activities in the centre, from Monday to Sunday:

Days	Schedules		
Monday	Welcome information and help (14:30-18:30)		
Tuesday	Welcome information and help (14:30-18:30)	Italian classes (15:00-17:00)	
Wednesday	Welcome information and help (14:30-18:30)	Italian classes (15:00-17:00)	
Thursday	Welcome information and help (14:30-18:30)	Italian classes (15:00-17:00)	Art Lab (15:00-18:00)
Friday	Welcome information and help (14:30-18:30)	Computer Lab (15:00-17:00)	
Saturday	Welcome (14:30-18:30)	Soccer team	Leisure activities (14:30-18:30)

Sunday	Welcome (14:30-18:30)	Free time (14:00-18:30)	Party (once a month)
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Table 7: Naga-Har centre Weekly Time Table

5.3.1.2 Interviews and Questionnaire in Naga-Har Centre

As mentioned before, through the time I spent in Naga-Har centre, I made interviews, meetings and questionnaire for both volunteers and immigrants who are joining the centre to collect information to understand the current situation, analyse, implement the social and sustainable business model and provide the recommendations and proposals. The structure of the interviews and the questionnaire are described below.

5.3.1.2.1 Interviews

Three interviews and two personal meeting were conducted, for the interviews; one with the director of the centre and one with the one of the volunteers and one with one immigrants who is joining the centre. For the meeting, two times with the director:

1) The director:

	Date	Information
Meetings	1 st : Monday 21 st of May	The first meeting with Davide, we discussed the topic of my thesis, the practical work and activities I will do with Naga, the social and sustainable business model principles and the time framework for the 2 weeks I spend in the centre.
	2 nd : Monday 28 th of May	I discussed with Davide the current situation of the centre, by showing the current business model of the centre.
Interview	Wednesday 6 th of June	After the two weeks I spent in the centre, I made an interview with Davide, it is focused on the personal experience he has, his role in the centre, and other issues regarding the centre's operation, the questions for the interviews you can find it in Annex, the same one for volunteers.

Table 8: Director's Interview and Meetings

2) One volunteers:

An Italian teacher who is responsible for the languages courses provided to the immigrants

	Date	Information
Interview	1 st : Friday 1 st of June	The interview with Roberto is focused on his role in the centre, the work environment as he is one of the volunteers, his opinion about the activities and operation structure inside the centre.

Table 9: One Volunteer's Interview

3) One immigrant: Hassan Abusnayma

	Date	Information
Interview	1 st : Thursday 31 st of May	It is focused about his story from the time left his country, the journey, the time when he arrived in Italy and the time spent so far since arrival.

Table 10: One Immigrants Interview

- Due to the policy of Naga, which does not allow workers to appear (regarding any information about them) and they don't have to represent association in public, I could not include the names of the people I did interviews with, as well as for the questionnaire conducted.

The story of Hassan:

Hassan Abusnayma

A story from Gaza to Europe (Turkey-Greece-Italy-Denmark-Sweden-Italy)

"I left Gaza with my wife to Egypt by Ambulance with the help from the European hospital in Gaza, I paid money to manage this escape from Gaza, in Egypt I stayed one day and then I took a flight alone to Turkey, instead my wife took a flight to Sweden from Egypt. I stayed three months in Istanbul, Turkey, during this period I was searching for a trafficker to go to Europe. I suffered in Turkey because they are a lot of traffickers who cheat people. I found one in Edirne, one Turkish city close to the borders of Greece and Bulgaria, I went by boat to Greece, with other people, we were 20 persons in this trip, once we arrived, cars were waiting for us, in Orestiada, we went by these cars to Salonika, one city in Greece, the economic city, from there we took trains to Athens, this trip from Turkey to Athens took three days. In Athens I was searching for another trafficker to go and meet my wife in Sweden, after some failure attempts to leave the country, I found one after three months, he gave me fake documents, Bulgarian and Italian ones, to use them during my trip to Malmö, Sweden, I paid him 3500 euros, I took the ship to Italy, to Brindisi port, the police realized that I have fake document and they took the fake documents, and they took me to police center due to this reason. I went to jail and it was a judgement for me as they consider I did criminal issues (fake document). After three days I left the jail and they took me to immigration office and I did the request and finger prints in Brindisi, there I did not have a place to stay as the camp is full, this is what the police told me. For two days I stayed in the street, then I took the train to Milano. After three days in Milano, I went to Sweden by train, one trafficker helped me to do this, he gave me one document to use it and I paid 1000 euro, I got to know him by asking and contacting different in Centrale area in Milano. While I am going to Sweden, they caught me in Denmark, in Copenhagen, they checked my finger prints and they knew that I did it first in Brindisi. According to Dublin regulation, they contacted Italy and they put me in close camp until they get response. For 20 days I stayed in this camp. After that they got the response that Italy refused me, and they did not want me to come back. In this case Denmark become responsible about my request of asylum and I did finger print again. They put me in open or free camp where I can go outside of it, I left, and I went to Sweden to see my wife. The same happened in Sweden, they knew that I have finger print in Italy, before I met my wife, they let me to go to my wife house and wait for the response from Italy, I stayed three months with my wife, after that the positive response came from Italy, that they want me. I have no idea why at first, they refused me when I was in Denmark then accepted me when Sweden contacted them. Sweden police booked a flight to me from Copenhagen to Rome, then Brindisi, this was after 4 months. The police in Sweden treated me well, as well as in Denmark.

I arrived again to Brindisi and they took my finger print again in police center, and I got appointment to do the request for asylum after 4 days, I slept in the street as the police told me to leave after the finger prints. I went to police after three days and they told me that I must get ospita, a document shows that one person is hosting me, I told them that I am sleep in the street and I do not know anyone here, and I want to go to Milano to have my case there. For this they asked me to bring an address in Milano to do that, I contacted my friend in Milano and he gave me the address and I went to police center and I converted my case to Milano, everything was easy to do. I took the train, and, in that moment, I had no money. It took 1 day and half to reach Milano as I had no tickets. I arrived in the midnight to Milano, I slept in the street as there is no place to stay, some thieves stole my wallet, bag, telephone, some papers and documents. In the morning I went to the help center of immigrants which is close to Centrale in Milano and I told them my story. They helped me and took me to the hospital. I stayed one day in the hospital, then I went to Sarmartini camp which is in via Sarmartini 118, Milano. I went to police here in Milano as I had appointment from given from the police in Brindisi, it was after 3 days since I arrived Milano. In police center they refused me, and they told me to go back to Brindisi, I just have address in Milano but not the ospita. I went to help center again and I told them what happened, they said to me, the lawyer, you need this paper and then go to the police again. I searched for a person who can do it and I found him, he is an Italian helped me while I was searching in Centrale. I went to police without appointment and they accepted me to stay here and have the request of asylum here. After 40 days I got the Dublin permit because I have a family in Sweden. As I got it I moved to camp Mambretti in Certosa.

In Sarmartini, the situation was not good, the sleeping area is not good, and many people were in the same room, the food was good, but the place was so dirty, and they give 75 euros monthly, it was allowing to leave the camp but after midnight they close the doors. The environment in the camp with other people was very bad. The directors of the camp are bad in terms of having and request documents, no responsible people there, bad services or no services. It was a difficult period. In Mambretti 33, it was good, where I stay now, there are some good people, but in general there were no problems, the police treated us very well, there is a lawyer, psychologist and teachers for Italian language, and the services are good, I lived in one room, we are 10 in the room, from different countries. The camp closes at midnight. I learned Italian.

I wait for the decision now, after my Dublin permission is expired in November, I will renew and go to court to make an interview which is the final one that the decision will be according to it, this take around 1 and half year. Meanwhile according to my special case as my wife is in Sweden, also my daughter, Now I am waiting as I applied for family reunion with my wife and I will go to Rome for the appointment in the Sweden embassy."

Figure 17: Hassan Story (immigrant From Gaza)

5.3.1.2.2 Questionnaire: Information from Volunteers and Beneficiaries

Beside the interviews and meeting conducted, the information regarding the current situation of the centre, in terms of inter-organizational factors, activities and operation structure is

gathered by both questionnaire that has been done for both volunteers and beneficiaries, and from the discussions, talks and interacts with different volunteers attending the centre daily and with immigrants joining the centre.

1) Volunteers:

The questionnaire doesn't mention the name of the volunteer, they were answered by different volunteers (the total number is 11).

In the table below, I show some points and their answers in the questionnaire for the volunteers:

- **Essay questions – Volunteers**

Questions	Answers
Work environment and work place	1) The work environment is pleasant, alive and warm. The volunteers are supportive and united, it is like a big family for both volunteers and immigrants. 2) The workplace is messy, neglected and dirty, hard to concentrate, and the place requires more rooms or re-design it to have more available space
Kind of support the immigrants get from the volunteers	Regarding their request and situation, they get the correct legal information. Regarding the personal support, 1) the volunteers are always available to listen to them, empathy with them, 2) the volunteers always try to make them smile and calm and create environment where the immigrants do not find themselves alone, 3) the volunteers help to build trust again in immigrants
Work difficulties and challenges	For the director: organize a big group of people and sometimes the volunteers should be more professional. For the volunteers: 1) understanding the limit of intervention, 2) the language when communicating with immigrants, 3) the continuous changing in the laws by the police, 4) to bear the frustration that comes from impotence and accept that you can't always help and say no to high percentage of the request 5) volunteers turnover, 6) the available and work time is short
Work ethic	1) To build different way of life, 2) to be different from others where Naga is based on volunteers, 3) to create a way where politics can work, not only provide humanitarian support, 4) working in the social sector where the volunteers think they belong to, they are the organization and one family, 5) to work clean in the sense related to the volunteers and give independent to the immigrants and make them free as much as possible
Experience for the future	1) The ability to continue working on immigration issues, 2) understanding more and more about immigration phenomenon and the perverse system that governs it, 3) get more experience and improve

	skills in term of working in social sector and dealing with beneficiaries who need support and help, 4) get work experience from Naga as it has great work and important role in dealing and managing the immigration issues
Further improvements in the centre	Many things to improve, the organization itself, in term of organizing the work more, but it needs more coordination and collaboration from volunteers as the time available is short and each one has its own responsibilities. As well as Naga-Har needs more volunteers, it is not about numbers, but in the sense that sometimes some volunteers they are not able to come, also it needs more teacher for the language course.
Motivation	1) by being ready to face the difficulties and overcome them, 2) by alternating different activities within Naga, 3) to think that what volunteers do is the right thing, 4) the need of work, 5) the opportunity to get always new knowledge and improve the skills
What to learn from Naga	1) More understanding about Milano as a city, about the immigration situation, 2) learn from different cases the volunteers deal with, 3) learning from each other, the volunteers, increase the knowledge and how to act with different cases and situations, 4) how to stay with others, work with others in social environments, support and spend time together, 5) understand the laws, norms and political issues, 5) learn how to be responsible and commitment, with the idea that the volunteers are the organization itself and it depends on them and there are no delegations, either external or internal.
The barriers to the growth of NGOs	1) Economic support: Naga is always searching for grants and funding sources 2) Politics: in terms with complying with the local laws, the feeling that NGOs are not good as they are working with immigrants
Capacity of Naga	From April to September, usually 50 immigrants come daily to Naga-Har, from October to March they are usually 80

Table 11: Essay Questions-Volunteers

- **Yes/No questions - Volunteers**

Questions	Yes %	No %
Learning from immigrants?	100%	-----
Experience gained by working in Naga?	81.8%	18.2%
Services should improve more inside the organization with more efficient activities and project?	63.6%	36.4%
Do you agree with the organization policies?	90.9%	9.1%
Are you satisfied in terms of meeting beneficiaries needs?	27.3%	72.7%
Do you think that your skills improved since you joined Naga?	100%	-----
Do you think this kind of organizations help immigrants?	100%	-----
Do you stay in contact with the immigrants after providing the services?	-----	100%

Do you think that Naga should stay in contact with immigrants after providing the services?	54.5%	45.5%
Is it important to keep in touch with the immigrants?	54.5%	45.5%
Do you think that NGOs could improve their work in this field?	72.7%	27.3%
Do you think the role of NGOs is limited?	72.7%	27.3%
Do you think that NGOs should have superior role and more power in terms of managing immigration issues?	81.8%	18.2%
Do you think that the training process done by Naga is enough?	36.4%	63.6%
Is there a need for further and organized training?	18.2%	81.8%
Do you think that Naga has a learning process?	90.9%	9.1%
Do you think the facilities and services in Naga support you enough?	54.5%	45.5%
Does Naga have close contact with the local government and/or other NGOs?	36.4%	63.6%

Table 12: Yes/No Questions-Volunteers

2) Beneficiaries:

The questionnaire is done by 25 immigrants who usually join Naga-Har centre, some of them the join it every day, some of them join it sometimes and other come few time or one time to ask for information.

- **The nationality of Beneficiaries:**

Country	Number of beneficiaries done the questionnaire
Nigeria	5
Ghana	4
Cameron	4
Mali	3
Ivory Coast	3
Guinea	2
Burkina Faso	2
Togo	1
Palestine	1

Table 13: Nationality of Beneficiaries Done the Questionnaire

In the table below, I show some points and their answers in the questionnaire for the beneficiaries:

- **Essay questions - Beneficiaries**

Questions	Answers
The reason of leaving the country of origin	1) To leave the danger in the country, 2) to feel secure, 3) wars and unstable situation in the country, 4) to start new life and new opportunity searching, 5) to reunion with family, 6) economic and

	political reasons, 7) to escape from the depressed feelings in the country and settle in other country
Main challenges and difficulties in Italy	1) Bad services for immigrants, 2) sleeping in the street, 3) too much waiting time for the asylum request, 4) Italian language, 5) local culture and integration, 6) no job opportunity for immigrants, 7) documentation problem, 8) laws and policies do not help immigrants
Learning from Naga-Har centre	1) Italian language, 2) be a family, 3) how to build trust and be confident, 4) how to communicate and meet new people, 5) how to prepare for asylum application, 6) improve my personality

Table 14: Essay questions -Beneficiaries

- **Yes/No questions – Beneficiaries**

Questions	Yes %		No %	
Do you want to stay in Italy?	36%		64%	
Do you think there is a relation between immigration and crime?	76%		24%	
Is local culture threatened by immigration?	60%		40%	
Is the Italian language considering a problem for you?	72%		28%	
Are the immigration regulations and policies too strict?	92%		8%	
Is it easy to integrate in Italy?	16%		84%	
What is your opinion about the asylum request procedure?	Easy 12%	Complicated 88%	Short 4%	Long 92%
Do you think that the services provided by the local government and the 3 rd sector are sufficient and helpful?	3 rd sector 76%	Gov. 40%	3 rd sector 24%	Gov. 60%
Do you think that Naga has learning process?	84%		16%	
Should Naga-Har improve its services and activities?	44%		56%	
Do you think the facilities and services of Naga-Har are enough?	64%		36%	
Do you think that these kinds of organization help immigrants?	72%		28%	
Do you stay in contact with Naga after you get the services?	20%		80%	
Do you think that Naga should keep in touch with its beneficiaries after giving the services?	36%		64%	
Is it important to keep relationship with Naga?	40%		60%	

Do you think that NGOs should improve their work in terms of managing immigration issues?	40%	60%
Do you think that NGOs should have superior role and more power in terms of managing immigration issues?	76%	24%
Do you think the role of NGOs is limited?	60%	40%

Table 15: Yes/No Questions-Beneficiaries

- For the questions template, check the annex

5.3.1.3 Naga Current Business Model

The collected information about the current situation of Naga-Har centre was obtained from Naga website as well as from the questionnaire done in the centre for both volunteers and immigrants (users). Below show the different blocks of the Social and Sustainable business Model Canvas, where I provide information about each one according to the current situation of the organization:

Purpose:

Naga

- * To protect rights for all foreign citizens, Roma and Sinti
- * To interpret their needs and identify concrete answers
- * To make proposals, requests, claims against health structure and political institutions

Naga-Har centre

- * Providing support in the procedure for recognizing refugee status, and to regain their trust in others
- * to propose a non-medical process of treatment of invisible wounds left behind by torture and persecution.

Social and Sustainable Value Proposition

Naga:

- * Provide health and medicine services
- * Provide legal services for all cases of expulsion, detention, denial of residence permit and asylum
- * Provide documents and research and link activities in the field with political reflection and cultural research

Naga-Har centre:

- * Welcoming beneficiaries for different type of supports in the centre

Key Activities

Naga-Har:

- * Support the procedure of recognition, right of asylum and the request of asylum
- * Social activities- art lab and music lab and informatica courses
- * Italian language courses
- * Training for volunteer (new and existing volunteer), Period (March and November), some address specific issues according to the need of the volunteers, no fixed date.
- * Reporting it is for all Naga, for example a group focus on the reception system and medical group makes report about health of the immigrants
- * Non-medical process and treatment for beneficiaries, for beneficiaries to feel that they are at home and feel as a family and build trust inside them.

Key Resources

Naga-Har:

- * Archive and library (available online or in offices)
- * specialized knowledge and skilled volunteers and workers (4)
- * Infrastructure Naga-Har centre, facilities, equipment, food and other services
- * lawyer (one available 3 times a week)

Key Partners

Naga-Har:

- * Volunteers
- * Informatici Senza Frontiere (courses)
- * Nessuno persona illegal: Part of the network
- * la Coalizione Italiana per le Libertà e i Diritti civili (Cild), network of civil society organizations
- * Associazione per gli Studi Giuridici sull'Immigrazione (Asgi)
- * Sometime meeting police

Customer Segments and Customer Relationship

*For these two blocks, according to Naga situation, they do not have customer whom getting services from Naga, also Naga does not produce or offer any kind of products to a specific type of customers, all the services provided are free and address its beneficiaries. Regarding the relationship with customers, the only one considered is the relationship with beneficiaries, which I will explain through the interviews and questionnaire I made.

*For these two blocks, a further analysis and proposals could be discussed and be proposed to Naga for more improvement of the current situation inside the organization. Which will be discussed later in this research.

Marketing and Channels

Naga-Har

Direct:

- * Naga-Har centre and Naga offices
- * street units, street and prison group
- * Immigration desk

Indirect:

- * Naga website and phone contact



Figure 18: Current Business Model of Naga (Block Description)

- The current situation of Naga- Business model

SUSTAINABLE AND SOCIAL BUSINESS MODEL CANVAS					
	PURPOSE:		* To protect rights for all foreign citizens, Roma and Sinti * To interpret their needs and identify concrete answers * To make proposals, requests, claims against health structure and political institutions		
Key Partners * Volunteers * Informatici Senza Frontiere (courses) * Nessuno persona illegal: Part of the network * la Coalizione Italiana per le Libertà e i Diritti civili (CILD), network of civil society organizations * Associazione per gli Studi Giuridici sull'Immigrazione (Asgi) * Sometime meeting police	Key activities Naga-Har: * Support the procedure of recognition * Social activities * Italian language courses * Training * Reporting * Non medical process and treatment for beneficiaries	Sustainable and Social Value Proposition * Provide health and medicine services * Provide legal services for all cases of expulsion, detention, denial of residence permit and asylum * Provide documents and research and link activities in the field with political reflection and cultural research * Welcoming beneficiaries for different type of supports in Naga-Har	Marketing and Channels Direct: * Naga-Har center and Naga offices * street units, street and prison group * Immigration desk Indirect: * Naga website and phone contact channels for possible new customers, customer relationships and collaboration with partners	Customer segments	Beneficiaries Direct: * Foreign citizens and people (Irregular foreigners and non-nationals) * Roma and Sinti * Asylum seekers * Refugees * Victims of Torture Indirect: * Local government (Avoid illegal activities and improve stability) * Local community
	Key Resources Naga-Har: * Archive and library (available online or in offices) * specialized knowledge and skilled employees and volunteers * Infrastructure Naga-Har center, facilities, equipments, food and other services * lawyer (one available 3 times a week)	Impact and Metrics	Customer Relationship		
Cost structure * Raw material (equipments, furnitures, computers, desks, simple food and drinks, papers, etc) * Investment (infrastructure costs), the rent * Training cost * Maintenance cost * Personnel			Revenue stream * Donation from other Foundations (banks, taxes, churches, etc) * Donations (Private) from citizens		

Figure 19: Business model of Naga (Current situation)

5.3.1.4 Interviews and Questionnaire Outcomes

The interviews and questionnaire help in understanding the current situation of Naga-Har centre, the difficulties both volunteers and beneficiaries face, their opinions and finally they help in defining possible areas where the situation of centre can be improved and the defining possible actions and opportunities to be developed.

- **Outcomes**

Below I highlight some main points regarding the difficulties and problems understood from the interviews and questionnaires, where later in the thesis, I provide different possible solutions to some problems, and, I provide proposals which can be done by the centre.

• **The centre**

- Re-design of the work place: according to the questionnaire, it needs to be more organized.
- The need of relationships creation between the centre and relevant stakeholders.
- The need of relationships creation between the centre and its beneficiaries.

• **Volunteers:**

- The need of further training courses: to increase the professionalism of volunteers to provide better services.
- The need of more volunteers.
- The need of time scheduling of volunteer's working time: to overcome volunteers turnover problem.
- The need of more collaboration and coordination between volunteers.
- The need of introducing new services.

• **Beneficiaries**

Regarding the centre:

- The need of providing more services.
- The need of more involvement of beneficiaries within the centre.
- The need of improving the facilities inside the centre.
- The need of relationship creation with the centre.

Regarding the local policies and asylum request:

- Strict immigration policies and long and complicated asylum request procedures.
- The need of more improvement of the services provided regarding the request procedure and hosting.
- The need of more coordination between NGOs and other stakeholders where they can have more important role in managing the immigration issues.

5.3.1.5 Stakeholder Matrix Naga-Har

Stakeholders	Classification	Interests, Needs and Expectations	Capacity and Motivation in Development	Possible Actions to Address the Interests, Needs and Expectations
Naga-Har	Volunteers	<ul style="list-style-type: none"> *Support and provide services to the users *Meet the needs of the users *Better situation of users *Better situation regarding immigration issues *Achieve experience, knowledge and skills regarding immigration issues 	<ul style="list-style-type: none"> *Personal experience and improvement *Lack of knowledge and information *Experience in social work *Limit of intervention *Limited working time *To stay up to date regarding immigration issues *Difficulties the users face *Ready to face future challenges 	<ul style="list-style-type: none"> *Training *New projects and activities *Increase the working time (new shift) *Monitoring *Reporting *Researching projects *Collaboration and coordination within several activities *Strengthen relationships between volunteers and users (projects involve all)
	Beneficiaries	<ul style="list-style-type: none"> *Improve life conditions and better situation *Support (for their request and personally) 	<ul style="list-style-type: none"> *Personal improvement *Lack of information *Time wasted *Lack of knowledge *Business centre (production/services) 	<ul style="list-style-type: none"> *Strengthen relationships between beneficiaries and volunteers (projects involve all)

		<ul style="list-style-type: none"> *Getting the right information regarding their situation (direction) *Non-medical support (build trust and feel important) *Increase disposals income *Integration and involvement in the community 	*Lack of financial assets	<ul style="list-style-type: none"> *Strengthen their relationships with the organization *Monitoring *Reporting *Activities and projects to involve them
Donors	<ul style="list-style-type: none"> *Banks *Churches *Businesses *Private 	<ul style="list-style-type: none"> *Improve the community *Support immigrants and improve the immigration situation *Social purpose activities 	*Financial capacity	Provide a frame work of the organization activities to get financial support
Promoters and Partner	<ul style="list-style-type: none"> *Social Investor *Social enterprises 	<ul style="list-style-type: none"> *Transforming living condition of disadvantages people *Achieving fairer social structure *Improve the community *Capture and deliver social values *Create social impact 	<ul style="list-style-type: none"> *Consulting management *Experience *Financial capacity *International network and network of contact *Empower volunteers and users 	Provide a frame work of the organization activities to get financial support, partnerships and introduce different projects
Local Government		<ul style="list-style-type: none"> *Managing and controlling immigration issues *Safety and security *Policies and decision making *Economic growth 	<ul style="list-style-type: none"> *Database and information *Knowledge and resources *Governing power *Borders control *Infrastructure and services *Experience *Financial capacity 	<ul style="list-style-type: none"> *Reporting *Projects and initiatives introduction *Share knowledge and experience *Create strong relationships with the local

		*Community integration	*internal and external relationships *National and international platform	government through the support of different stakeholders (collaboration and coordination through introducing new projects) *Monitoring *Create a platform of managing
NGOs and other 3rd sector organization		*Support the users *Improve immigration situations *influence policies and laws making *Better life condition of immigrants *Managing immigration issues *better services provided to immigrants	*Data and information *Experience and knowledge *Human resources *Infrastructure *increasing of the arrivals number *Bad situation of immigrants *Networks of organizations *difficulties and future challenges	*Increase the awareness of immigration issues on the community *integration initiatives *Reporting *Projects and activities planning and implementation *Contribution to local conferences *Collaboration and coordination through partnerships *Network of partners *Monitoring *Share knowledge and information
Suppliers	Universities	*Having access to real projects to gain empirical knowledge	*Knowledge based on expertise *Access to international platforms	*Partnerships *Propose projects and research activities

		*Improving immigration situation through education	*Quality of institutions and professors Data and information capacity	*Students engagement *Internships *Reporting
Customers		*Consuming the products/services *Involvement in social work *Social purpose goals *personal thoughts	The capability to pay for the products and services	Raise the awareness about the immigration issues

Table 16:Stakeholders Matrix (Naga-Har)

After obtaining these information, the next step is to understand where the possible improvement could be and to understand what the main issues and difficulties within the centre are, for providing better solution and proposals. For this, the aim of this research is to implement the social and sustainable business model for Naga, focusing on Naga-Har centre ad come up with best results and show how this model could help an NGO in terms of improving its work and find solution for the different problems and challenges they face. Some blocks of the model will remain the same, and other blocks will be considered on the research as changing or modifying them are possible by providing further proposals and solutions. One of the main blocks of the model is the Impact, in which I will propose and explain to Naga how they can use this block in measuring their impact and capture the value of their services.

5.3.2 Learning Process

5.3.2.1 Introduction

To have an effective business management, any type of business, for profit and not profit, it is important to consider the learning within an organization or business. Where this process requires from the organization openness for changes and/or modifying established ways of acting, the ability to analyse and improve the existing operational procedures, behaviours and be willing to respond to unusual and unpredictable situations, changes difficulties and challenges. And the organization must flexible and be prepared to maintain adaptability as the word is changing. The learning process is not a difficult process, it includes the learning from the old or previous actions or behaviours, improving the skills and the ability of gaining experience from different situations and challenges. It includes also, how the organization learn from its mistakes, how the inside environment helps the employees to learn new knowledge and enhance their skills, which activities are done to enhance learning, and how the relationships between different entities in the organization influence this process. The learning process helps the organization in being sustainable, in development and in improvement.

Here I provide a definition of the organization's learning process, as defined by Pedler: The Learning Company is a vision of what might be possible. It is not brought about simply by training individuals; it can only happen because of learning at the whole organization level. A Learning Company is an organization that facilitates the learning of all its members and continuously transforms itself. (Mike, J, & T, 1991)

For the period I joined Naga-Har centre and the experience I had with them, I analysed the learning process inside the centre and I focused in some features where at the end I describe the process and write a conclusion and recommendations for Naga-Har.

“As the spirit of Naga based in volunteering where the volunteers are responsible about all the work, this idea make Naga alive and without it Naga will not exist” (Davide, 2018). There are 4 directors (considered as workers), three are in Naga head office and one for the centre. And there are around 300 volunteers in the organization.

5.3.2.2 Features

The information is collected from the questionnaire done for the volunteers, as well as from the time I spent in the centre talking and discussing with them.

1) **Knowledge**

Naga has a huge knowledge regarding the immigration issues such asylum requests, reception system in Italy and other several issues related to the beneficiaries, with the research they always do and the different reports available, and the capability to stay updated about different law, policies and legislation, and about the immigration situation and the challenges and changes happen, this is considered the base of Naga where it finds itself ready to deal with different situations and cases to provide the proper services as well as have further improvement.

2) **Data, information and learning culture:**

This is one of the important features that the centre has regarding the learning process, as the centre has one director and the rest are volunteers, they are all sharing common references and knowledge, they all have the accessibility to several types of data and information. The learning is considered a part of Naga culture, for all to get new knowledge and skills, learn from mistakes without being judged, and the learning culture inside the centre makes all motivated and have the capability to enhance the personal and work skills to be up with date regarding the purpose of the organization to deal several issues arise and different cases of the beneficiaries.

3) **Shared vision**

As mentioned before, the work of Naga is based on volunteers, where all of them join Naga for the same purpose, they have common vision, with different experience they have, the training they got in Naga and the knowledge and improvement they have by time

through joining Naga; they know the main aim of the organization, they know what to do, how and what they are going to face.

4) Team Learning

As Naga is not based on the individual, even each volunteer has its role, and volunteers are divided to several works and places, the team learning is one of the basic way you can find in Naga which give all the volunteers the ability to work together and interaction with each other to get support and enhance and improve the personal skills as well as to have a great team work to create a strong relationships between volunteers and have the feeling that each one is ready to support the other. This is to do better work, enhance experience and provide proper services for the beneficiaries.

5) Training

Naga has two periods of training, where it provides training courses to both new volunteers and existing ones. The training gives the new volunteers the ability to understand the main goals of Naga, to prepare themselves and get ready for the work by knowing the principles of Naga, by getting knowledge about different issues that Naga deal with and the current situation regarding the immigration issues. The training is done twice a year (In April and November). Anyone can be a volunteer in Naga, this gives the opportunity to all to join Naga.

The training of existing volunteers is focused on specific issues according to the need of the volunteer where they get training to be dedicated to do a specific work. no fixed date.

6) Learning by time

Since 2001, when the centre is opened and up to now, the experience being obtaining is increasing, the knowledge is enhancing and the organization itself is improving in terms of providing different services. Naga is always aware about the different situations occur and about the changing happens in both national and world level. As the centre is

basically focused on the application procedures of Asylum, as well as to support different beneficiaries, the centre is always up to date with different policies changed, and with the different reports and research the centre do, they have a knowledge base about the immigration issues where the centre relies on and the volunteers can learn more and more and adapt different changes according to different situations.

7) Meetings

Every month there is a meeting where all volunteers set together as well as the directors, this gives the ability of discussion, taking, share experience and stories, interaction and enhancing the relationships, addressing different problems and difficulties, suggestion of solutions or new ideas. In general, this regular meeting is considered one of the bases of the learning process in Naga.

Chapter 6. Conclusion, Findings and Suggested solutions (Naga-Har)

6.1 Conclusion: Naga-Har (the organization)



Figure 20: Naga-Har (Organization Conclusion)

6.2 The Current Situation of Naga-Har – Problems and Suggested Solutions

- **Problem (1st):** Messy and unorganized work place and space inefficiency

Suggested solutions:

- 1) Re-design the facility to have more efficient and organized workplace, it includes the ability to have more rooms, in the unused and messy areas in the centre, where the volunteers can have more space to work comfortably, as well as to provide enough space where beneficiaries can set and wait for the services.
- 2) Increase the aware about cleaning for both volunteers and beneficiaries and carry out the cleaning activities by specified people or groups and in routine time, it could be with the participant of both volunteers and beneficiaries together, to ensure the cleanness of the centre.

- **Problem (2nd):** Unprofessional volunteers, the un-satisfaction of volunteers in terms of providing the services and insufficient training

Suggested solutions:

- 1) What I know-what I can do: Provide more training courses in different time where the volunteers can have the ability to join them according to their availability, this to increase their knowledge of the on-going immigration situation, the challenges and the changing in laws and policies, and improve their skills to provide better services and information addressed to the need of beneficiaries and increase their satisfaction, as well as for the volunteers.
- 2) Provide training courses about specific issues and held different meeting for volunteers, that addressed different specific topics and challenges the country face regarding the immigration issues, this help the volunteers to more understanding the current situation of immigration and to work more efficiently.
- 3) Provide more research, projects and reporting process, where unprofessional volunteers involved in this process, according to their needs, to increase their responsibilities knowledge and skills.
- 4) Increase the interaction and communication between volunteers in their work time, as well as their free time, to share knowledge and learn from each other. It could be through outside meeting after the work or in specified dates decided by the volunteers themselves.

- **Problem (3rd):** Volunteer turnover and lack of volunteers

Suggested solutions:

- 1) Increase the number of volunteers joining the centre, it could be by involving new volunteers in different project and research, such as academic research addressed university students.
- 2) Create a fixed time table, if possible, for the volunteers to join the centre according to their availability to ensure that every day the centre has a sufficient number of volunteers to provide the services.

6.3 Conclusion: Learning Process (Naga-Har)

From the analysis of the current situation of Naga-Har centre and the time I spent there, the centre has a great learning process, it reflects the situation of the whole organization, as it is considered one of the superior organization works with immigration issues and provides different services and solutions to its beneficiaries.

As Naga-Har is opened in 2001, through the time it faced different situations, challenges and difficulties, regarding the changing in policies and laws, the resources and the services provided and relationships, but with the great effort done in the centre to achieve the main goals of the centre, the centre reached to a good level of acting, where the centre can change and/or modify established ways of acting, have the ability to analyse and improve the existing operational procedures, behaviours and be willing to respond to unusual and unpredictable situations, changes and challenges.

The mission and the vision of the centre create opportunities to learn where the volunteers are always motivated to gain new knowledge and improve their skills to provide the right services to the beneficiaries. The great work environment inside the centre helps in learning new skills, gain new knowledge and new experiences to understand the on-going situation, it gives the ability to volunteers to improve and learn from mistakes to provide always the right services. The great collaboration and coordination between volunteers create opportunities to share information and learning from each other, as well as define what activities enhance learning, with different training courses provided to the volunteers. Beside the services provided, the research done in the centre is one of the basic resources where the information and data are available to the volunteers. The flexibility in the centre, the willing to learn and the great environment inside help the centre to be sustainable and reach the level where it is now.

Chapter 7. Recommendation and Proposals (Naga-Har)

7.1 Recommendation: Developing the Current Social and Sustainable Business Model Canvas

After the analysis of the current situation of Naga-Har centre is done, I recommend using the social and sustainable business model canvas, the possible action that Naga can do to improve both inter-organizational factors and inter-relation factors.

Below you can find the new business model of the centre, combining both the current situation of the centre and the future proposals.

- This business model below includes the original information about the current situation of Naga-Har centre which was explained in the previous chapter, as well as it includes the further improvement regarding each block of the model, where, after the analysis done, I propose these modifications based on the results of the current situation and the stakeholder matrix done for the centre.
- These changes in the business model require huge effort to be done by the centre, and further studies and research to understand the possibility and the capability the centre should have to implement them.
- The changes done connect all the blocks together where one change in one block require a change or more in other blocks according to the requirements needed to meet the goal of changing.
- As mentioned before, some blocks were not considered in the current business model of the centre, customer segments and customer relationship, where in the new model I took them into consideration to these two blocks.

SUSTAINABLE AND SOCIAL BUSINESS MODEL CANVAS

<p>PURPOSE:</p> <ul style="list-style-type: none"> To protect rights for all foreign citizens, Roma and Sinti To interpret their needs and identify concrete answers To make proposals, requests, claims against health structure and political institutions 		<p>Customer segments</p> <ul style="list-style-type: none"> Potential customer? Local community Businesses Educational segments? University students 		<p>Beneficiaries</p> <p>Direct:</p> <ul style="list-style-type: none"> Foreign citizens and people (Irregular foreigners and non-nationals) Roma and Sinti Asylum seekers Refugees Victims of Torture <p>Indirect:</p> <ul style="list-style-type: none"> Local government (Avoid illegal activities and improve stability) Local community 	
<p>Key Partners</p> <ul style="list-style-type: none"> Volunteers Informativi Senza Frontiere (courses) Nessuno persona illegal: Part of the network la Coalizione Italiana per le Libertà e i Diritti civili (Cid), network of civil society organizations Associazione per gli Studi Giuridici sull'Immigrazione (Asgi) Sometime meeting police <p>Create close relationships and partnerships with:</p> <ul style="list-style-type: none"> Local government Other NGOs Other Businesses Social investors Universities 		<p>Sustainable and Social Value Proposition</p> <ul style="list-style-type: none"> Provide health and medicine services Provide legal services for all cases of expulsion, detention, denial of residence permit, asylum Provide documents, research, link activities in the field with political reflection and cultural research Welcoming beneficiaries for different supports in Naga-Har Produce valuable products and/or services by volunteers and beneficiaries, in Milano 		<p>Marketing and Channels</p> <p>Direct:</p> <ul style="list-style-type: none"> Naga-Har center and Naga offices street units, street and prison group Immigration desk <p>Indirect:</p> <ul style="list-style-type: none"> Naga website and phone contact channels for possible new customers, customer relationships and collaboration with partners Advertisement Direct marketing Sales and personal promotion Indirect communication (word of mouth) 	
<p>Key activities Naga-Har:</p> <ul style="list-style-type: none"> Support the procedure of recognition Social activities Italian language courses Training Reporting Non medical process and treatment for beneficiaries Production Distribution Monitoring Students research and internship 		<p>Impact and Metrics</p> <ul style="list-style-type: none"> Social Impact Measurement 		<p>Customer Relationship</p> <ul style="list-style-type: none"> Customer/Beneficiaries Relationship Management: direct contact between Naga and its potential customers/beneficiaries 	
<p>Key Resources Naga-Har:</p> <ul style="list-style-type: none"> Archive and library (available online or in offices) specialized knowledge and skilled employees and volunteers Infrastructure Naga-Har center, facilities, equipments, food and other services lawyer (one available 3 times a week) Resources for potential customers: facilities and raw material Financial resources from potential partners and investors 		<p>Revenue stream</p> <ul style="list-style-type: none"> Donation from other Foundations (banks, taxes, churches, etc) Donations (Private) from citizens Potential revenues from potential customers, social investors and partners 		<p>Cost structure</p> <ul style="list-style-type: none"> Raw material (equipments, furnitures, computers, desks, simple food and drinks, papers, etc) Investment (infrastructure costs) the rent Training cost Maintenance cost Personnel Potential costs for the new value proposition: (new equipments and further investments) 	

Figure 21: Naga-Har New Business Model

As mentioned above, in each block you can find the proposals and possible actions that can be adapted by Naga, which are addressed to different blocks of the model, and from this I built up my proposals.

7.2 Proposals (Naga-Har)

According to the new Social and Sustainable Business Model Canvas of Naga-Har centre, my proposals are:

1st Proposal: Internal Funding, Sustainability and Social Impact Project

As the idea of Naga is based on volunteering, the idea that makes Naga exist and operates; this proposal is considered critical. The idea is that Naga works for its beneficiaries without getting any sources of profit, where the only source of funding is based on private and public donations.

Meanwhile, Naga is suffering in terms of funding, where it is always waiting for different donations, for this, the proposal of internal funding is to help Naga-Har to overcome this gap and work in more sustainable way. As well as, the proposal creates a social value and impact through different possible actions can be done to provide valuable products and/or services involving volunteers, beneficiaries and local potential customers.

The internal funding, which is based on capturing social values and create social impact, where the potential customers are paying for the products/services for a social purpose. The meaning the product and the services give to the customer is the key factor of this project.as well as it will help the centre to generate future revenues, relationships and partnerships, as well as help its beneficiaries to improve their lives.

Potential customer:

Where the market area to be Milano, the potential customers are the people live in the city. The project could address local people in Milano, especially who are interested in charities, social meaning and willing create social impact in the community, as well as foreigners.

Potential partners:

The motivation for the potential and future partners is the social mission of this project, the social value captured and delivered, and the social impact created through this project drive them to support the project, both financially and in terms of other resources, where these possible partners have the interests in social work and to work for a social purpose.

- 1) Social enterprises and social investors in Milano.
- 2) Private and public businesses.

The procedure:

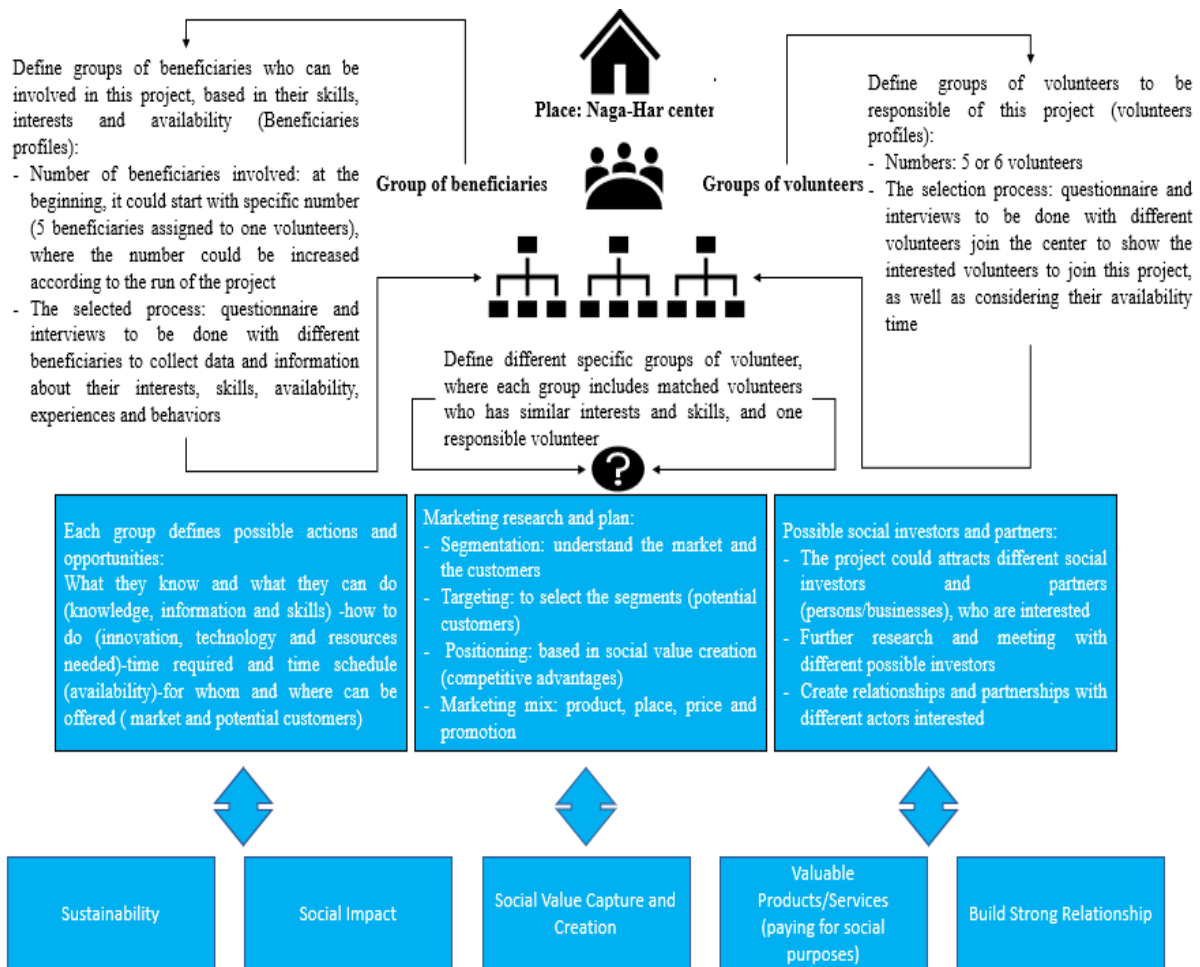


Figure 22: The Procedure of Internal Funding Project

For this project, Naga-Har could develop a Financial Control Tool

This tool is to help Naga-Har in controlling internally all the financial parameters related to this project. Where Naga-Har can define specific group for volunteers to be responsible of the financial control of the project (analysing the costs, income, profit and loss, etc.)

2nd Proposal: Deployment of Customer Relationship Management (CRM).

As Naga-Har is mainly dealing with beneficiaries, this approach will enable it to gather data mainly about the behaviours of its beneficiaries, as well as the behaviour of its potential customers (regarding the 1st proposal).

The collected information and data are analysed throughout specific group of volunteers, to help in understanding better needs and opinions of beneficiaries and potential customers. It will also enable Naga-Har to build long-term relationship with its beneficiaries and could help for strengthening the position of the centre in the mind of its beneficiaries. For the customer relationship management, there are several software which Naga can consider.

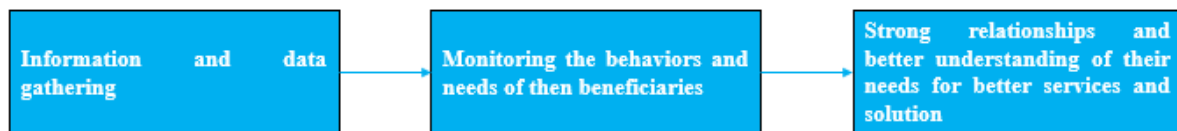


Figure 23: Customer Relationships Management

3rd Proposal: Research and Projects Development to Address Educational Segment

This proposal is to involve students of different university in the research and activities of the centre through different internships; where this segment is considered a huge source of research, knowledge, data and information.

How:

The possible actions that could be done by the organization:

- 1) Define specific group of volunteers to be responsible of these research and projects (interviews and meeting with volunteers to define the group of interested volunteers).
- 2) Educational segment research to find out the possible partners (universities and other academic and research institutions); by contacting different universities in Milano for the sake partnerships and doing seminars and meetings in the universities to inform different students about the organization, its work, research and projects.

- 3) Define specific number of internship provided (#/year) and its time table where students can choose different flexible research opportunities, projects and activities.
- 4) To provide variety internships that address different topics of immigration.

Advantages: The possible advantages and opportunities the organization can have:

- 1) Create strong relationships and partnerships with different universities and academic institutions where the centre can enhance its knowledge and develop research addressing different critical issues of the immigration phenomenon.
- 2) In term of human resources, Naga-har will have the ability to involve more volunteers (students) to increase the efficiency of its operations and services provided.
- 3) Brand Name; create more awareness about Naga-Har.

4th Proposal: Monitoring System (Beneficiaries of Naga-Har Centre)

The geographical situation of Italy in the Mediterranean Sea makes it one of the most countries to receive and host immigrants, refugees, where the route through the central Mediterranean is considered a main route for these flows, while the flows through other routes through Europe to reach Italy is more controlled due to some reasons, such as the regulations and borders closure done by neighbour countries. The people who successfully arrives to the country face different difficulties and problems; unstable situations, security issues, physical violence and psychological violence and other issues. Where there is a lack of infrastructure dedicated to support them and the documentation and request process takes much time, the number of arrival is increasing.

As mentioned before in the thesis, the reception system in Italy has two parallel channels: SPRAR (Protection System for Asylum Seekers and Refugees) and the Extra-ordinary Reception. These structures are considered incapable (absolutely) to recognize and support different suffered immigrants, inhuman treatment, victims of torture and other victims. According to SPRAR, the number of these people has increased by almost 75% in 2015 compared to the previous one, the reason is not only that the number of arrivals to the country is increasing, but also due to the long waiting and staying time in the facilities. In this context, the proposal is to implement a monitoring system represented by a monitoring group of the organization, to monitor the migrant arrival and

reception in Milano, which can be extended to Lombardy and other regions in Italy. Monitoring systems includes:

- Monitoring Groups: Defined by the organization itself through different interviews and meeting of volunteers/workers to select interested and skilled people to run this system.
- Several visits to the main hot-spot of immigrants, receptions and other different locations where usually stay.
- Organized and structured interviews with different people (who are in charge); directors, hosts, workers and volunteers.
- Meeting different immigrants who live in the streets or even inside the facilities without any kind of support to increase the awareness among the reception responsible communities regarding the immigration situation.
- Data analysis and publishing the results.
- Create an online monitoring unit (information sharing and reporting platform).

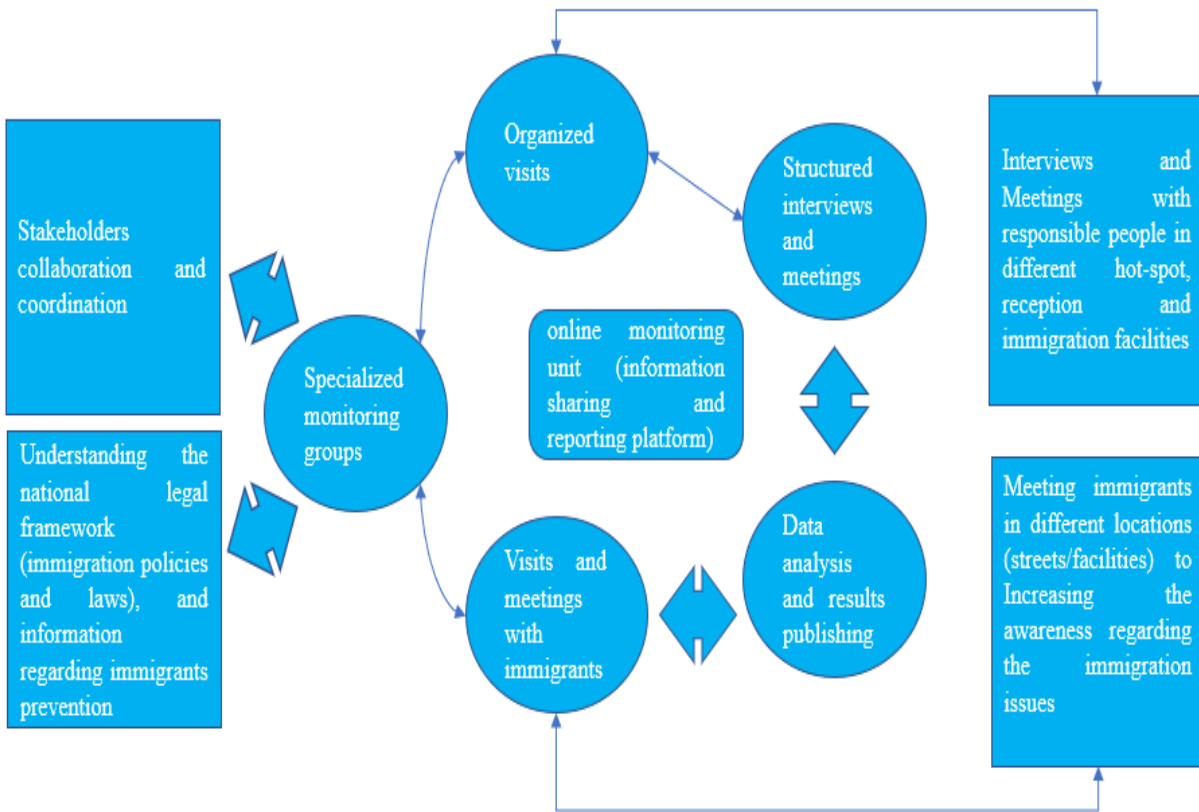


Figure 24: Monitoring System Framework

Objectives

- To provide better and proper services to the beneficiaries joining the centre based on understanding more and more their situations, the treatment they have and their needs.
- To understand the situation of beneficiaries in different hotspots/infrastructure and other places they stay in and the kind of treatment they receive, this lead to discover and define different groups of beneficiaries who do not receive good treatment, or they are suffering due to the bad service and treatment they have where they stay. This to help in improving their situation and create better solutions lead to improve the level of their life conditions.
- Create permeant monitoring unit of the centre with the existence of skilled and professional volunteers.
- Increase the capacity of the centre in terms of welcoming beneficiaries, services provided and working time available.
- Create strong relationships with the local government and other organizations work in this field, where all collaborate and coordinate with existence of shared data and information and the possibility to create a common monitoring unit that focus in improving the overall situation of the immigration.

Outputs, expected results, limitation and indicators of success of the monitoring system implementation:

Outputs	Expected results	limitations	Indicators of success
Increase the working time in Naga-Har centre	Introduce new working-morning-shift in the centre	*Less number of volunteers available to work in the morning *Management complexity	Increasing in the number of working hours (in the morning)
To give information about beneficiaries to the volunteers	Enhance the skills of the volunteers in dealing with beneficiaries for providing better services	*Large number of volunteers to get information *Volunteers turnover	*Increasing in the number of the cases the centre deal with *Increasing in the number of professional volunteers
Online monitoring unit	Increase the awareness regarding the immigration issues and beneficiaries	*The need of huge collaboration and coordination with	Increase in the number of the beneficiaries join the centre

		different stakeholders *Organization and time available and required	
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Table 17: Monitoring System Outline

Monitoring system evaluation

The performance of this monitoring system can be evaluated by:

Monthly meeting: this monthly meeting includes the director of the centre, the coordinator of activities and the different group of monitoring (group of involved volunteers). Also, this meeting includes all the volunteers and the users of the centre.

The aim of the meeting: to give directions for further activities to be done based on the workload of the centre and monitoring activities done, where in the meeting the results and the outcomes, the difficulties and challenges in terms of implementation the projects are discussed to show the how this system is going on and to propose different ideas and solutions and future planning to improve the work of this system.

7.3 Social impact Measurement (Naga-Har)

Social impact value chain mapping is critically important for Naga-Har centre because it allows to measure the aim of the centre and break it into specific indicators and create a social impact in the area where it works. As well as, this chain allows the centre to improve strategic planning, improve capabilities, track and understand the stakeholder involvement, improve or start data management and allow to involve potential social investors.

All the outputs, outcomes and impacts are chosen according to the value proposition of Naga which is: provide health and medicine services, provide legal services for all cases of expulsion, detention, denial of residence permit and asylum, provide documents and research and link activities in the field with political reflection and cultural research and welcoming beneficiaries for different type of supports in Naga-Har centre.

Below I will explain:

1) The process of Social Impact Measurement.

2) The overall social impact value chain:

The value chain includes the current situation of the centre Naga-Har (the existing activities and operation) as well as it considers the new proposals regarding the new Social and Sustainable Business Model Canvas done for Naga-Har.

3) Different indicators for Naga-Har.

- Social impact measurement: the process

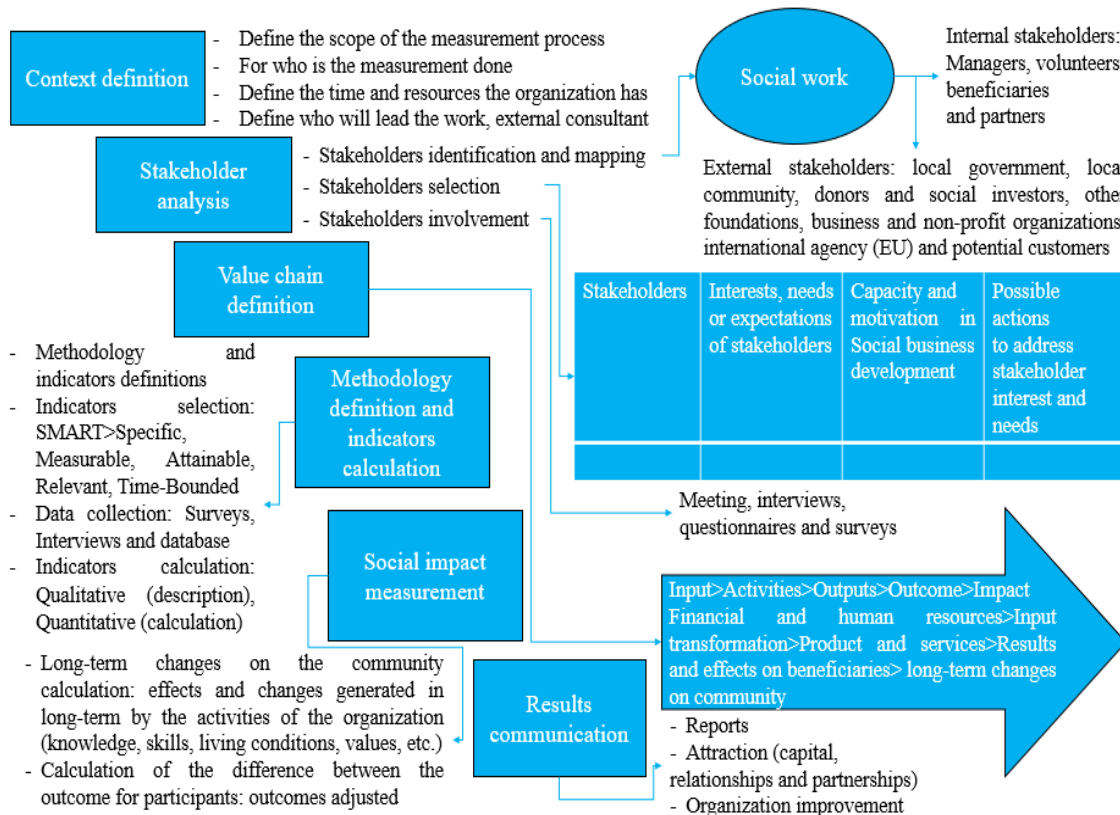


Figure 25: Social Impact Process

- The overall Social Impact Value chain and Indicators for Naga-Har:

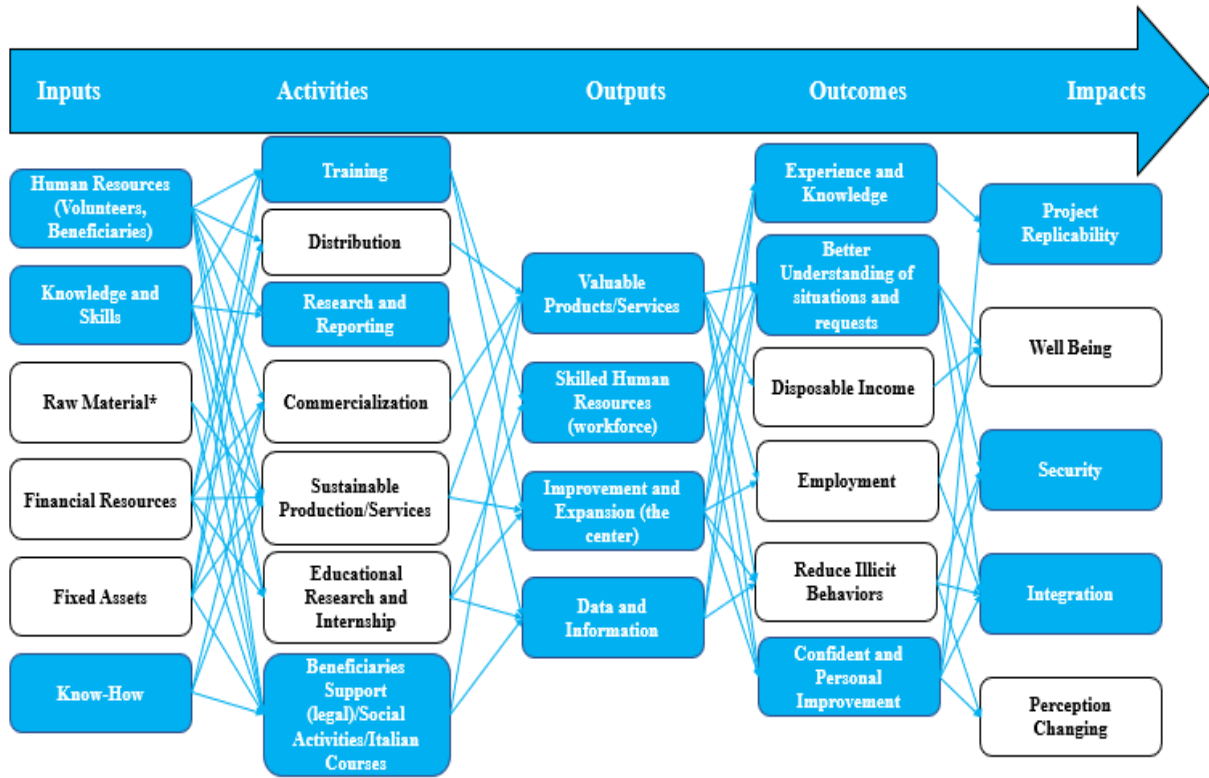


Figure 26: Overall Value Chain (Naga-Har)

- Different indicators for Naga-Har:

Outcomes			
Category	indicators	Metric	Description/Data Collection/Methodology
Experience and knowledge	Number of indicators annually collected	#/year	All the indicators developed by Naga-Har to track its activities
Better understanding of situations and requests	Satisfaction rate	%	*Feedback from beneficiaries (surveys or questionnaire) about the services and activities provided by Naga-Har. *Feedback from volunteers to show their satisfaction in terms of delivering the services (satisfied/unsatisfied)

	Number of beneficiaries join Naga-Har	#/month	Is the number of beneficiaries joining the centre increasing or decreasing to have clear indication about the efficiency of the services provided
	Number of received requests to the centre	#/month	Do the services provided by the centre lead to get more requests and different cases of beneficiaries
	Number of users benefited	#/month	The number of beneficiaries getting successful in their request
Disposable incomes	Beneficiaries income	Euro/year	Incomes to beneficiaries resulted from the business proposed where than can be involved in
	Naga-Har income	Euro/year	Incomes from the business proposed/social investors and potential social partners
Employment	Number of volunteers to join the centre	#/year	Does the centre get more volunteers due to the services and new activities provided
	Number of volunteers to join the new business proposed	#/month	Are the activities provided reduced the unemployment rate of beneficiaries
Reduce illicit behaviour	Number of volunteers to join the new business proposed	#/month	How being involved in the activities of the centre change the behaviour of beneficiaries to a positive way
	Monitoring rate of beneficiary's behaviour	%	The rate of positive behaviour comparing to the negative one
Confident and personal improvement	Satisfaction rate	%	*Feedback from beneficiaries (surveys or questionnaire) about the services and activities provided by Naga-Har (number of satisfied users to unsatisfied ones).

			*Feedback from volunteers to show their satisfaction in terms of delivering the services (number of satisfied volunteers to unsatisfied ones)
	Number of beneficiaries join the different activities in the centre	#/month	How the activities provided by the centre motivate the beneficiaries to get involved in

Table 18: Outcomes Indicators (Naga-Har)

Impact				
Category	indicators	Metric	Description/Data Collection/Methodology	
Project replicability	Number of projects replicated in the same area or in other areas	#	Depending on the success of the projects, the replicability could be with same or different project in other area in the country with new goals	
Well being	Education	Number of beneficiaries and local people enrolled in the projects	%	As beneficiaries is considered part of the community, as well as the local people, how different projects could increase their education level which lead in improving the community
		Number of projects held with universities	#	How local universities is being involved with different projects provided by the organization
	Economic	Beneficiary's poverty	%	Number of beneficiaries involved in the social projects to the total beneficiary's number (regarding the centre)

		Poverty reduction	%	Number of local people of low social class involved to the total number of local people involved
Security		Rate of illegal activities	%	The number of people involved in illegal and crime issues to the total number of people
		Crime rate	%	
Integration		Number of integration projects introduced	#	The number of integration projects provided by the organization to the total number of projects
		Rate of community involvement	%	The level of local people involved in integration activities to ones involved in other activities
		Rate of stakeholder's involvement	%	The number of stakeholders to join integration activities with the respect to joining of other type of projects
Perception changing		Rate of community involvement	%	How the local community responds to immigration issues and their thoughts are changed positively where they accept and support immigrants

Table 19: Impact Indicators (Naga-Har)

Chapter 8. Conclusion, Future expectation and Recommendations (Regarding the Immigration Situation and Policies in Italy)

8.1 Conclusion

From the literature about Immigration history in Italy and the historical background regarding the political, economic and social factors, it shows that the immigration policies in Italy was influenced through the time by several factors, the political as the situation is considered not stable with the changing in political parties, plays a main role in shaping the immigration regulations whether strict or no. As well as, the economic situation with the crises that Italy faced and the economic opportunities in the country and finally the social and cultural background where Italy has a rich culture and history that plays an important role in shaping the immigration situation. In the last two decades and especially in the last few years, Italy faced huge immigration issues and received large number of immigrants due to several reasons, one of them is that the other European countries closed their borders, this make Italy a place where immigrants stay even if they want to leave, they forced to stay, and with the large number of arrivals to Italy, it makes the immigration phenomenon critical and put many challenges and difficulties which the country have to face and deal with. With the immigration regulation from The European Union, Italy finds itself in a position where it must deal with this phenomenon and follow the EU regulation. Back to the politics, the changing in the parties in the government has influence in this phenomenon as the regulation on immigration and the attitude toward are differ according to the political parties, this make the situation unstable and always put new challenges. From the social and cultural factor, it shows that Italy is considered a homo-ethnic society, and by the increasing of arrival numbers in Italy, it is considered difficult to integrate and more Italian have opposite ideas to immigration, moreover, the idea that connect immigrant and crime.

As Italy is a member of the EU, it must follow the immigration regulation and policies of EU. The EU play a main role in shaping the immigration policies on its members. In all member countries of EU, foreigners who stay without identification papers or documents attracting high attention and this influence the immigration perception and creates negative perception about it. It is clearly shown that the immigration and asylum seeker issues are structural and not temporary phenomena and it takes a huge space and importance within the policies of the EU members countries.

As the EU is considered a main actor in this phenomenon and play a key role in managing these issues with different regulation, whether strict or less strict, it is important to take into consideration its responsibilities from one side, as well as the responsibilities of the members to create a path and framework where all members work and collaborate for better managing and facing the challenges of this phenomenon.

About the reception system, I would like to conclude, the SPRAR system is recognized as a good practice from different points of view: it guarantees a profitable coordination between central and local authorities, pays attention to the territorial distribution of migrants, guarantees a very important social support to prevent conflicts with the population locally, it also takes care of vulnerable groups with dedicated services, such as unaccompanied minors and the disabled. The political selfishness of local administrators prevents a virtuous program from entering into a regime and forces the state to divert resources on extraordinary reception (the CASs, which we will shortly say). If all the municipalities adhere to the SPRAR, it would be able to distribute the migrants present in the system very well, guaranteeing them a quality accompaniment for integration and social and economic inclusion, and preventing many situations of conflict with the local population.

Moreover, Regarding the reception system, the linear chain hotspot-centre of first reception-second reception is more on paper than on reality. In many cases migrants are taken directly from the port to the CAS conceived as a form of first reception even if it can be an apartment in the middle of a city. Therefore, there is still an important distance between theory and practice, where the need to manage emergencies often prevails, especially in this transition phase between old and new ones.

8.1.1 The Opinion About the National Policies

I write below my opinion regarding the immigration phenomenon, national Italian policies and application procedure:

- 1) Here in Italy they are following the EU regulations, the idea of politicians always remains the same, which is against immigration, and there are no new changes even immigration issues become critical.
- 2) All political parties have the same direction about immigration and it is considered a continuous procedure where they are completing what very one started. But this does not mean that the left and right parties are the same.
- 3) The immigration situation is a disaster, the policies are considered punitive towards immigrants.
- 4) The application and request as asylum is long and the immigrants face many difficulties and they usually wait too much time.
- 5) The reception systems need more improvement to be more effective and efficient.
- 6) The immigration phenomenon is interpreted in correctly and always false news about it

Immigration become a functional part of the political and economic system with the exist of precariousness, undeclared and unpaid works. This is not only in Italy, but everywhere.

8.2 Expectation for the Future

It will be a period where the government will act in bad way to give a signal, not only to immigrants, but also to people to prove that they are doing what they have said, this will affect the overall situation and increase stresses on both immigrants, community and politician themselves, it will create new challenges and difficulties where the government and other stakeholders will find themselves in situation needed to work more hard and needed more collaboration and coordination, but at the same time will lead to more conflicts between different parties and actors with the exist of different thoughts regarding the immigration phenomenon. The difficult situation that the immigrants face may affect their behaviours.

8.3 Recommendations

To create trustworthy relations between different stakeholders, public and private, the local government, non-profit organizations, NGOs, and other actors involved for overcoming the gaps resulted from immigration phenomenon:

- Generating bottom-up development and to understand, leverage, and build onto existing social networks.
- Creating Competitive advantage which based on a deep understanding of local context, immigration phenomenon and mutual commitment and trust. Also, to have efficient and effective use of organization's resources and capabilities with strong collaboration and coordination between different stakeholders.
- Proposing different principles where all stake holders collaborate with different information and data sharing, co-creation of local solutions, development of local expertise, strengthen the relationships.
- Creating a network where different stakeholders coordinate to leverage different resources, more efficient and effective management of the immigration issues and meeting of beneficiaries needs providing different effective initiative, activities and projects.
- Creating a legal framework for understanding the local laws and policies regarding immigration and collaborate with the local government to create a knowledge base where different information about the laws are available and accessible to different actors and create a possibility for research and study for more improvement of the local policies that lead to efficient managing of immigration issues.
- Create a strong network where different sustainable initiatives and projects are planned and implemented with the participant of different stakeholders.
- Exploit different opportunities of public and private funding.
- Create a system for measuring the social impact of different activities and monitoring provided by different stakeholders to understand more the on-going situation, and the satisfaction of beneficiaries and provide different sustainable activities and projects.
- To have a long-term value and sustainable solution where a model built by the combined use of the corporate social responsibility and value-based management concepts which guarantees that the needs of shareholders are fulfilled, and generate value allocated in a

sustainable way and encourage the mutual relationship based on the principles of sustainability, all for allowing the continuity of management between different stakeholders and the continuity of different existing or new projects initiatives .

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Annex

The Annex has 5 sections, in which I provide more information about some sections mentioned before in the thesis, they are:

- 1) **The Detention**
- 2) **The first reception centre and hotspot and the SPRAR**
- 3) **The extraordinary reception**
- 4) **Questions for interviews and questionnaire conducted in Naga-Har**
- 5) **Figure of the social and sustainable business model canvas of Naga-Har, its included before in the thesis, and it is included again to show it more clearly.**

1- The Detention

Continue with the phases of the procedure for requesting international protection in Italy, after the phase of application presentation, there is detention phase. Where to decide if the applicants will be detained or not.

In this phase, according to the requesting case, the applicant is detained in the permanent repatriation centre (CPR), based on the case by case assessment. As the applicants can't be held or detained in CPR only due to the reason of their application examination, they are different cases to apply the detention; below I mention them:

The applicants are detained in the CPR when:

- Committed a crime against peace, a war crime or a crime against humanity;
- Has committed a serious crime of common law outside the host country and before being admitted as a refugee;
- He was guilty of actions contrary to the purposes and principles of the United Nations;
- He was expelled from the Minister of the Interior for reasons of public order as belonging to one of the categories indicated in articles 1, 4 and 16, of the legislative decree 6 September 2011, n. 159 (usually committed to criminal trafficking, who usually live, even partially, with the proceeds of criminal activities, committed to the commission of offenses that offend or endanger the

physical or moral integrity of minors, health, safety or public tranquillity, belonging to mafia associations, which operate in groups or in isolation, put in place preparatory acts, objectively relevant, aimed at subverting the state system, which perform preparatory acts, objectively relevant, aimed at the reconstruction of the fascist party;);

- Was expelled as belonging to one of the categories referred to in Article 18 of the Law of 22 May 1975, n. 152 (which operate in groups or in isolation, put in place preparatory acts, objectively relevant, aimed at subverting the state system, which have been part of dissolved political associations, which perform preparatory acts, objectively relevant, aimed at the reconstruction of the fascist party) or for which there are reasonable grounds to believe that his stay in the territory of the State can in any way facilitate terrorist organizations or activities, including international ones;

- Constitutes a danger to public order and safety. In the assessment of dangerousness, any convictions are taken into account, even with a non-definitive sentence, including that adopted following the application of the penalty upon request pursuant to article 444 of the criminal procedure code, for one of the crimes indicated in article 380, paragraphs 1 and 2 of the Code of Criminal Procedure or for crimes related to drugs, sexual freedom, the facilitation of illegal immigration or for crimes aimed at the recruitment of persons to be used for prostitution or for the exploitation of prostitution or minors to be used in illicit activities.

* First, due to some crimes, detention was expected. Now, because of these same crimes, it is expected that the authority can assess the danger of the person and decide whether it should be retained or not;

- There is a risk of escape from the applicant. The assessment of the existence of the risk of escape is carried out, case by case, when the applicant has previously systematically used false declarations or declarations on his / her personal details for the sole purpose of avoiding the adoption or execution of an expulsion order or has not complied with one of the measures referred to in Article 13, paragraphs 5, 5.2 and 13, as well as in Article 14 of Legislative Decree 25 July 1998, n. 286 (voluntary departure, re-entry, alternative measures to detention ...).

Furthermore, the applicant who is in a CPR, pending the execution of an expulsion order, remains in the centre when there are reasonable grounds for believing that the application was made with the sole purpose of delaying or preventing the execution of the expulsion.

- **Times considered in this phase**

Here I provide some information regarding the time of the detention phase and for the extension of the detention phase.

When detention is already in progress at the time of submission of the application, the commissioner shall transmit the documents to the court in a monocratic composition (for measures arising until 17 August 2017) or to the tribunal of the section dealing with immigration international protection and free movement of citizens of the European Union (for measures arising after 17 August 2017) for the validation of detention for a maximum period of additional 60 days, to allow the completion of the procedure for examining the application.

The detention or extension of the detention cannot continue beyond the time strictly necessary for the examination of the priority application (Legislative Decree 28 January 2008, No. 25, and). Any delays in carrying out the administrative procedures to the examination of the application, not attributable to the applicant, do not justify the extension of the detention. The detained applicant who lodges an appeal against the decision of rejection of the Territorial Commission remains in the centre until the adoption of the suspension provision and for as long as it is authorized to remain in Italy because of the appeal proposed court. The request for the extension of the detention in progress is for periods no more than sixty days from time to time to be extended by the court in a monocratic composition (for provisions arising up to 17 August 2017) or to the tribunal of the section dealing with immigration, international protection and free movement of citizens of the European Union (for measures arising after 17 August 2017). In any case, the maximum duration of the detention cannot exceed a total of twelve months.

(Naga, 2017)

2- First reception centre, hotspot and the SPRAR

Continue with the components of the reception system, in this section, I provide more information regarding the first reception centre and hotspot, where I show some facts and numbers about the currently operating centre, and regarding the SPRAR, where I provide information about

the project procedure, situation inside, services, and some numbers regarding the capacity and attendance.

- **Hotspot and first reception system**

Hotspots are centres where migrants are collected upon their arrival in Italy. Here they receive the first medical treatment, are subjected to health screening, are identified and photos reported and may require international protection (in fact most migrants arriving by sea do so). To date, there are four hotspots: Lampedusa, Pozzallo, Trapani and Taranto. After an initial evaluation, migrants applying for asylum are transferred (theoretically within 48 hours) to the first reception centre (also known as regional hubs), where time is spent to find a solution in the second reception. These are currently the reception centre operating, with the presence at January 23, 2017 as reported by a report on the parliamentary commission of inquiry on the reception system of the Chamber of Deputies:

Region	Place	Attendance
Emilia Romagna	Bologna	626
Calabria	Crotone	1085
Lazio	Castelnuovo di Porto (RM)	845
Friuli Venezia Giulia	Gorizia	516
	Udine	693
Puglia	Bari	1622
	Brindisi	221
	Foggia	1353
Veneto	Bagnoli di Sopra (PD)	828
	Treviso	708
	Cona (VE)	1234
Sicilia	Agrigento	230
	Messina	180
	Caltanissetta	499
	Catania	3650
Total		14290

Table 20: Currently reception centre operating

There were four operational CIEs: Turin, Rome, Brindisi and Caltanissetta, I mentioned because the recent reform Minniti-Orlando has canceled the CIE replacing them with the CPR (Centre of Permanence and Repatriation) that should become 20, one per Region, and be smaller. The transition from CIE to CPR is currently underway. As far as we know, some regions have already sent to the Ministry of the Interior a list of structures that should host the Centre of Permanence and Repatriation on their territory. They are Lombardy, Friuli Venezia Giulia, Piedmont, Emilia Romagna, Lazio, Campania, Puglia, Basilicata, Calabria, Sardinia, Sicily. It is not yet clear when these structures will be operational, nor when the structures in the other 9 regions will be identified.

(Naga, 2017)

- **The SPRAR**

A practice confirmed by the data, reported by the SPRAR Annual Report 2016,2 and confirmed in the Report on International Protection in Italy 2017; In SPRAR, there is currently a tendency to welcome refugees and holders of subsidiary and humanitarian protection: they are 53% of beneficiaries, a percentage that continues to grow (42% in 2015), while asylum seekers have dropped from 58 to 47%.

If the application is positively assessed by the Ministry, the local authority receives a three-year loan for the activation of an SPRAR project in its territory. At that point, the public authority publishes a call for tenders to assign the resources obtained to a managing authority, which must be an institution non-profit (the famous "cooperatives", but there are also other associations). The proposal considered to be the best one obtains the contract for the management of the SPRAR project, with the municipality remaining as a reference authority.

Projects must implement the basic principle of the SPRAR system: integrated reception, which implies the establishment of a local network (with third sector organizations, volunteering, but also other actors) to take care of a 360-degree integration in the local community, from achieve through social inclusion, education, work, culture.

Authorities must identify housing for applicants, refugees and recipients of subsidiary or humanitarian protection, which may be small or group apartments (15 people), medium (up to 30 people) or large (more than 30 people) size.

In fact, as indicated in the Annual Report, above all small apartments and centres are used, which represent more than 90% of the available facilities. In the SPRAR system housing, we have said, above all, refugees and holders of subsidiary or humanitarian protection, who can remain in the project for six months, extendable for another six months, during which they are accompanied to find an independent accommodation. Asylum seekers, on the other hand, remain for as long as they need to resolve their practice, that is until they receive the answer, either affirmative or negative, from their asylum application. If they receive a negative answer, i.e. the denial of international protection, they must leave the SPRAR system.

In addition to housing, the managing bodies are called upon to provide a series of basic goods and services: cleaning and environmental hygiene (also performed by self-managed guests); meals (breakfast and two main meals, better if managed independently by the guests); kitchen equipment; clothing, linen and products for personal hygiene; a telephone card and / or recharge; the subscription to urban or extra-urban public transport based on the characteristics of the territory. Then there are a whole series of other services for social inclusion that the managing bodies are required to guarantee, and which make the difference for the goal of a real reception.

These are the services that allow the refugee / asylum seeker to enter a legal, health, educational and social system; to learn the language with which to communicate with Italians; to have some work opportunities; to include children at school together with all other minors in the area; to do sport, or culture. And they allow the local population to get to know these people, sharing festive occasions, daily life, maybe even conflict, but mediated by the project operators.

To do all this, it takes personal. The managing bodies then hire workers who work in the projects to support the applicants and refugees guests: coordination and administration staff, social workers, psychologists, social workers, legal operators, interpreters and cultural mediators, teachers of Italian language, cleaners, drivers and maintainers. In 2016, the total number of people employed in the SPRAR projects was 8,505.

Staff is usually the most important expense in projects. The remaining amount goes to the activation of services for integration (job grants, enrolment in courses or sports or cultural activities), any maintenance interventions to the structures, the pocket money that goes directly into the hands of the beneficiaries, and who can spend as desired. This is a contribution that ranges from 1.5 to 3 euros per day, which accounts for less than 10% of the cost of the projects.

According to the Report on the International Protection in Italy 2017 "to July 15, 2017 migrants present in the various reception facilities were 205 thousand (while at the end of 2016 there were more than 188,000). The extraordinary reception remains the most used with 158,607 welcomed and assisted. Follows the SPRAR system with 31,313 admissions, and the first reception centre with 15 thousand people. It should be noted that from 2014 to 2016, the presence of applicants in CASs increased by 286.5% while the SPRAR registered an increase of about 50%. In the first half of 2017, the Regions most involved in the reception are in order: Lombardy (13.2%), Campania (9.3%), Lazio (8.7%), Piedmont and Veneto (both 7.3%), Puglia (7.0%). The reception system includes 40.5% of Italian Municipalities (3.231), a third of which is in Lombardy (20.3%) and Piedmont (10.8%). The highest incidence among Municipalities involved in the reception and Municipalities existing in the region, however, concerns Tuscany (on the total of the Tuscan municipalities 83% welcome asylum seekers) and Emilia Romagna (78.1%), while the most lows are related to Sardinia (17.8%), Abruzzo (19.3%) and Valle d'Aosta (20.3%). In the institutional system of reception, the contribution of the Italian Church is particularly significant in terms of places made available which, in 2016, were almost 25 thousand. It was a matter of welcome in the SPRAR and CAS but also in the context of innovative projects that saw families and parishes welcome the beneficiaries present in their territories.

(Naga, 2017)

3- The extraordinary reception: the CAS

In this section, I explain more the extraordinary reception CAS, its problems and the main difference with the respect to the SPRAR

- CAS

Given that since 2014 close and consistent arrivals are the rule, the CAS have become the rule, and their name is very improper. In fact, these are not necessarily ones (you can also use apartments, as in the SPRAR) and the reception is anything but extraordinary: it is now in fact the ordinary way in which the migrants are inserted.

Unlike the SPRAR projects, managed by non-profit organizations entrusted by the municipalities, the CAS can be managed by both profit and non-profit organizations on direct assignment of the

prefectures. Each territorial prefecture then publishes periodic calls for tenders for the management of places in CAS mode.

CAS can be managed in collective reception or diffused reception. The collective reception includes facilities of hundreds of people, which are then those that give more often problems both for migrants and for the territories where they are located: hotels, bed & breakfasts, farmhouses, farmhouses. Widespread reception, however, takes place in the apartment and, although with less quality guarantees than the apartments included in the SPRAR, however, results in a more sustainable impact on the territory in which it is implemented.

Like the SPRAR, CASs are also financed by the National Fund for Asylum Policies and Services and are awarded through calls for tenders based on a daily fee for each user. The indicative line recognized to the managing bodies is 35 euros per person accepted per day, but each prefecture can change the starting auction base, raising or lowering the straight line. Also, here, around 1.5 - 3 euros per day are earmarked for pocket money for asylum seekers.

Despite having a function practically identical to the SPRAR, the CASs are conceived and managed in a very different way, as if they were temporary structures where to park the beneficiaries waiting for them to enter the beautiful world of the SPRAR. In fact, however, they are not, because the beneficiaries often remain in the CAS for the duration of their asylum practice. This misalignment between theory and practice leads to problematic situations. The seats are assigned to respond to emergencies, the prefecture needs structures in a short time, which forces it to accept even non-optimal solutions.

There are also certain and agreed guidelines as it happens in the SPRAR projects, so the quality of the reception is much more uneven and left, in the final analysis, to the responsibility of the managing bodies. There are managing bodies that carry out their work very seriously, guaranteeing all services as if they were under SPRAR even at the cost of investing their own resources, and there are others who take advantage of it to loosen the grip, provide less services, hire less operators, in short, reduce costs to have profit margins of 35 euros per day. Finally, there are managing bodies that clearly operate in bad faith, hosting migrants in unworthy accommodations without assistance and shamelessly making money on services that do not offer to migrants or to the territory.

Another problem is that the CAS fails the trust agreement between the Ministry and the territories, because the allocation is managed directly by the Ministry, through the Prefectures, without coordinating with the ANCI and often without even informing the municipalities that groups of asylum seekers will be distributed on its territory.

In fact, this mode, which arouses the protests of municipalities and some citizens, also stems from the reluctance of many municipalities to join the SPRAR network, a situation that has in fact forced the Ministry to operate in a coercive way without making agreements with bodies that probably would have hindered the opening of the CAS on their territory.

(Naga, 2017)

4) Interviews and questionnaire

Below I provide the template of the questions used in the interviews and questionnaire conducted in Naga-Har, as they are part of the empirical work and the purpose of them is to gain information about the current situation of the centre, the answers to these questions are mentioned before in the thesis.

- Volunteers Questions

How would you describe the work environment and the workplace? Come descriveresti l'ambiente di lavoro e il luogo di lavoro?		
Which activity you are responsible for? Di quale attività sei responsabile?		
What kind of support you think you can give to the beneficiaries? Che tipo di supporto pensi di poter dare ai beneficiari?		
Which difficulties and challenges in this work? Quali difficoltà e sfide in questo lavoro?		
Do you learn from the immigrants? Impari dagli immigrati?	Yes	No
Do you get experience by working here? Hai esperienza lavorando qui?		
Do you think the services need to be improved or there is a need for more efficient activities and project inside the organization? Pensi che i servizi debbano essere migliorati o c'è bisogno di attività e progetti più efficienti all'interno dell'organizzazione?		
Do you agree with organization policies or should be changed? Sei d'accordo con le politiche dell'organizzazione o dovrebbe essere cambiato?		

What is your opinion about the external policies regarding the immigration issues? Qual è la tua opinione sulle politiche esterne in materia di immigrazione?		
Are you satisfied in terms of meeting the beneficiaries needs? Sei soddisfatto in termini dei bisogni dei beneficiari?		
How would you describe the work ethic? Come descriveresti l'etica del lavoro?		
Do your skills improve since the time you started working in the organization? Le tue abilità migliorano dal momento in cui hai iniziato a lavorare nell'organizzazione?		
Which experience you think you could have in the future? Quale esperienza pensi di poter avere in futuro?		
How you keep yourself motivated? Come ti tieni motivato?		
If there's one thing you could improve, what would it be? Se c'è una cosa che potresti migliorare, quale sarebbe?		
Do you think that these kinds of organizations help immigrants? (Pensi che questo tipo di organizzazioni aiuti gli immigrati?)		
Do you stay in contact with the immigrants after the services? (Rimani in contatto con gli immigrati dopo i servizi?)		
Do you think that the organization should keep in touch with immigrants after you get the services? Pensi che l'organizzazione dovrebbe rimanere in contatto con gli immigrati dopo i servizi?		
Is it important to keep relationship with the immigrants? (È importante mantenere rapporti con gli immigrati?)		
Do you think that NGOs could improve their work in terms managing the immigration issues? (Pensi che le ONG potrebbero migliorare il loro lavoro in termini di gestione delle questioni relative all'immigrazione?)		
Do you think NGOs should get more superior role? Or should have more power in terms of managing the immigration issues? (Pensi che le ONG dovrebbero avere un ruolo più importante? O dovrebbe avere più potere in termini di gestione dei problemi di immigrazione?)		
Do you think that their roles are limited? (Pensi che i loro ruoli siano limitati?)		
Does the training process to the employees done by the organization is enough?		
Do you think do you need a further and organized training? Pensi di avere bisogno di una formazione ulteriore e organizzata?		
Do you think that the organization has a learning process? (Pensi che l'organizzazione (Naga) abbia un processo di apprendimento?)		

What do you learn from this organization? (Cosa impari da questa organizzazione?)		
Should the organization improve its services and activities? (L'organizzazione dovrebbe migliorare i propri servizi e attività?)		
Do you the facilities and services here support you enough? (Le strutture e i servizi qui ti supportano abbastanza?)		
The capacity to your beneficiaries? Total number? Monthly beneficiaries? La capacità dei tuoi beneficiari? Numero totale? Beneficiari mensili?		
What are the barriers in NGOs growth? quali sono le barriere nella crescita delle ONG?		
Does your organization have close contact with Local government and/or other NGOs? La tua organizzazione ha stretti contatti con il governo locale e / o altre ONG?		
What is your expectation for the future? How the experience here will help you in the future? Qual è la tua aspettativa per il futuro? Come l'esperienza qui ti aiuterà in futuro?		

- **Beneficiaries Questions**

What is the reason you moved out of your country to move here? (Qual è la ragione per cui ti sei trasferito fuori dal tuo paese per trasferirti qui?)		
Do you think you'll stay here? Do you prefer to stay in Italy? (Credi che resterai o preferisci rimanere qui o trasferirti in un altro posto?)		
What are the main difficulties and challenges you face in Italy? (Quali sono le principali difficoltà e sfide che affronterai in Italia?)		
Do you think there is a relation between immigration and crime? (Pensi che esista una relazione tra immigrazione e crimine?)		
Is local culture threatened by immigration? (La cultura locale è minacciata dall'immigrazione?)		
Is the language considering a problem for you? (La lingua sta considerando un problema per te?)		
Are the immigration regulations and policies too strict? (I regolamenti e le politiche sull'immigrazione sono troppo rigidi?)		
Is it easy to integrate here? (È facile integrarsi qui?)		
Do you think that the services and projects provided by local government or the 3rd sector are efficient and helpful? And do they meet the needs of immigrants?		

Pensi che i servizi e i progetti forniti dal governo locale o dal terzo settore siano efficienti e utili? E soddisfano i bisogni degli immigrati?)				
Do you think that the organization has a learning process? (Pensi che l'organizzazione (Naga) abbia un processo di apprendimento?)				
What do you learn from this organization? (Cosa impari da questa organizzazione?)				
Should the organization improve its services and activities? (L'organizzazione dovrebbe migliorare i propri servizi e attività?)				
Do you the facilities and services here support you enough? (Le strutture e i servizi qui ti supportano abbastanza?)				
Do you think that these kinds of organizations help immigrants? Pensi che questo tipo di organizzazioni aiuti gli immigrati?)				
Do you stay in contact with the organization after you get the services? (Rimani in contatto con l'organizzazione dopo aver ottenuto i servizi?)				
Do you think that the organization should keep in touch with you after you get the services? Pensi che l'organizzazione dovrebbe rimanere in contatto con te dopo aver ottenuto i servizi?				
Is it important to keep relationship with the organization? (È importante mantenere rapporti con l'organizzazione?)				
Do you think that NGOs could improve their work in terms managing the immigration issues? (Pensi che le ONG potrebbero migliorare il loro lavoro in termini di gestione delle questioni relative all'immigrazione?)				
Do you think NGOs should get more superior role? Or should have more power in terms of managing the immigration issues? (Pensi che le ONG dovrebbero avere un ruolo più importante? O dovrebbe avere più potere in termini di gestione dei problemi di immigrazione?)				
Do you think that their roles are limited? (Pensi che i loro ruoli siano limitati?)				
What is your opinion about the application procedure for immigration? (Qual è la tua opinione sulla procedura di richiesta per l'immigrazione?)	F	C	B	L

4- Social and Sustainable Business Model Canvas (Naga-Har)

SUSTAINABLE AND SOCIAL BUSINESS MODEL CANVAS			
<p>PURPOSE:</p> <ul style="list-style-type: none"> * To protect rights for all foreign citizens, Roma and Sinti * To interpret their needs and identify concrete answers * To make proposals, requests, claims against health structure and political institutions 			
<p>Key Partners</p> <ul style="list-style-type: none"> * Volunteers * Informatici Senza Frontiere (courses) * Nessuno persona illegali: Part of the network * la Coalizione Italiana per le Libertà e i Diritti civili (Cid), network of civil society organizations * Associazioni per gli Studi Giuridici sull'Immigrazione (Asgi) * Sometime meeting police <p>Create close relationships and partnerships with:</p> <ul style="list-style-type: none"> * Local government * Other NGOs * Other Businesses * Social investors and social enterprises * Universities 	<p>Key activities</p> <p>Naga-Har:</p> <ul style="list-style-type: none"> * Support the procedure of recognition * Social activities * Italian language courses * Training * Reporting * Non medical process and treatment for beneficiaries <ul style="list-style-type: none"> * Production * Distribution * Students research and internship 	<p>Sustainable and Social Value Proposition</p> <ul style="list-style-type: none"> * Provide health and medicine services * Provide legal services for all cases of expulsion, detention, denial of residence permit and asylum * Provide documents and research and link activities in the field with political reflection and cultural research * Welcoming beneficiaries for different type of supports in Naga-Har * Produce valuable products and/or services by volunteers and beneficiaries, in Milano 	<p>Marketing and Channels</p> <p>Direct:</p> <ul style="list-style-type: none"> * Naga-Har center and Naga offices * street units, street and prison group * Immigration desk <p>Indirect:</p> <ul style="list-style-type: none"> * Naga website and phone contact * channels for possible new customers, customer relationships and collaboration with partners <p>* Advertisement</p> <p>* Direct marketing</p> <p>* Sales and personal promotion</p> <p>* Indirect (word of mouth)</p>
<p>Key Resources</p> <p>Naga-Har:</p> <ul style="list-style-type: none"> * Archive and library (available online or in offices) * specialized knowledge and skilled employees and volunteers * Infrastructure Naga-Har center, facilities, equipments, food and other services * lawyer (one available 3 times a week) <ul style="list-style-type: none"> * Resources for potential customers: facilities and raw material, specific human resources * Financial resources from potential partners and investors 	<p>Impact and Metrics</p> <ul style="list-style-type: none"> * Social Impact Measurement 	<p>Customer Relationship</p> <ul style="list-style-type: none"> * Customer/Beneficiaries Relationship Management: direct contact between Naga and its potential customers/beneficiaries 	<p>Customer segments</p> <ul style="list-style-type: none"> * Potential customer? - Local community - Businesses <ul style="list-style-type: none"> * Educational segments? - University students
<p>Cost structure</p> <ul style="list-style-type: none"> * Raw material (equipments, furnitures, computers, desks, simple food and drinks, papers, etc) * Investment (infrastructure costs), the rent * Training cost * Maintenance cost * Personnel * Potential costs for the new value proposition: (new equipments and further investments) 	<p>Revenue stream</p> <ul style="list-style-type: none"> * Donation from other Foundations (banks, taxes, churches, etc) * Donations (Private) from citizens * Potential revenues from potential customers, social investors and partners 	<p>Beneficiaries</p> <p>Direct:</p> <ul style="list-style-type: none"> * Foreign citizens and people (Irregular forigner and non-nationals) * Roma and Sinti * Asylum seekers * Refugees * Victims of Torture <p>Indirect:</p> <ul style="list-style-type: none"> * Local government (Avoid illegal activities and improve stability) * Local community 	