



MEGA

MIGRANT ENTREPRENEURSHIP GROWTH AGENDA

Building comprehensive support ecosystems

European Report

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MPG
MIGRATION POLICY GROUP



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A MULTI-LEVEL & MULTI-STAKEHOLDER APPROACH TO BUILDING COMPREHENSIVE SUPPORT ECOSYSTEMS

MEGA, the Migrant Entrepreneurship Growth Agenda, has helped cities, regions and national actors to strengthen policies that support businesses with an international background. Partner networks in France, Germany, Italy and Spain initiated new support measures and sustainable coalitions for policy change. Collaborating through cross-border know-how exchange, the partnership has been at the core of an EU-wide network which advocates for improved support for migrant entrepreneurship at all levels.

Three years of implementing MEGA in four EU Member States reaffirmed the project's core proposition of comprehensive and well-coordinated support systems for businesses owned and run by migrants. To assist in an effective way, the support provided has to cover the entire range of services, measures and regulations that have proven successful over the last decades in helping entrepreneurs with international roots to set up, sustain and grow businesses. The MEGA Agenda, stipulated at the outset of the project to promote this comprehensive set of policies, has been vindicated throughout MEGA's implementation. It calls for:

- Visibility for migrants of existing entrepreneurship support services, and for the wider public of the contributions that migrant businesses make to prosperity and well-being.
- Networking between potential, newly established and successful migrant entrepreneurs, with the suppliers and customers of the mainstream economy, as well as business associations.
- Language- and cultural sensitivity in the provision of entrepreneurship support services to immigrants, including multilingual information and outreach to communities.
- Legal and regulatory advice on setting up and running a business, geared to the specific needs of (newly arrived) migrant entrepreneurs including language and residency aspects.
- Individual business support for migrant entrepreneurs, advising on the entire business cycle from development of business ideas and -plans to the start-up and growth phase.
- Targeted business training, taking into account the specific needs of (potential) entrepreneurs arriving from other regulatory, educational and linguistic contexts.
- Mentoring through experienced entrepreneurs, to support skill and knowledge development and to provide role models; including effective mentor/mentee matching procedures.
- Access to finance for potential and established migrant businesses, including obstacle-free access to credit from mainstream loaning institutions as well as alternative funding sources.
- Provision of facilities and incubating services for e.g. immigrant-run start-ups or one-person businesses that lack working space and technical infrastructures.

- Supplier diversity criteria in procurement, to ensure equal opportunities for migrant-owned businesses in accessing the contract volume of the public sector and of large companies.
- Data gathering, impact assessment and evaluation of measures, to improve the knowledge base on migrant entrepreneurship and better inform policies supporting it.

A need to build comprehensive support eco-systems

The key for all these measures to be effective, however, lies in the integration of the support activities into a comprehensive ecosystem. In such a system the whole spectrum of support needs are addressed in a coordinated way and beneficiaries have access to a seamless, mutually reinforcing set of support services. It is not enough to assist businesses with legal and other advice when at the same time there is a lack of access to finance. It is not sufficient to have high-quality, targeted business training programmes in place, which may even entail business-oriented language training, when at the same time there is insufficient outreach and networking with target communities to inform about the availability of such programmes. And it is not enough to provide all these targeted services, when at the same time there are no efforts to better link migrant businesses with the mainstream economy with better access to private and public supply chains and procurement.

MEGA's activities in France, Germany, Italy and Spina testify that in order to build a comprehensive support eco-system it needs to be:

- **Multi-actor & networked**, bringing together all relevant actors such as business support services, public authorities, chambers, incubators and accelerators, migrant business organisations and communities in a policy network that can inform itself about the needs and gaps. Based on that, the policy network will be able to develop and implement new measures and services in a sustained way, thus building up the support ecosystem in the long run.
- **At local/regional level & embedded in supportive national frameworks**, recognizing that ultimately every single support step is provided in the local context of the individual business or business project while at the same time there is a national dimension to migrant entrepreneurship policies. Next to the relevant local and regional actors the support system needs to include those national services and authorities that operate locally or have a local regulatory impact.
- **Thriving on coalitions of change & communities of practices**, starting with informal networks and exchanges among actors dedicated to positive change, which can develop into a stable policy community with the means and capacities to bring about improvements. The local policy community will gain strength and inspiration from being networked with communities of practice at local, national and European levels.

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MEGA'S IMPACT AT LOCAL AND REGIONAL LEVEL

MEGA's benchmarking and mutual learning pillar was dedicated to assessing cities' performance in terms of strengths, gaps, and possible areas of improvement. MEGA partner cities and regions from Germany, France, Italy and Spain have been matched and mutually reviewed their practices, gained insights into solutions of partners, and initiated concrete actions to improve policies and measures at local and regional level.

Actions initiated

To build a comprehensive and coordinated regional support system, policymakers and stakeholders must agree on the needs and gaps to be addressed. MEGA helped to identify these priorities through analysis and the mapping of a way forward at regional and national levels. Following MEGA's mutual learning activities, at least two concrete actions were launched and implemented in each of the MEGA partner regions.

Paris/Île-de-France:

- **Awareness raising.** The action aimed at raising awareness among municipal authorities, business associations and society at large about the potential and added value of migrant entrepreneurship.
- **Building migrants' capacities.** The action aimed at providing migrants with training opportunities as part of a 'Regional school of projects'.
- **Identification of business opportunities for minority entrepreneurs.** The action aimed to identify at least one large corporation and to analyse its needs in procurement and the kind of suppliers they work with.
- **Developing supplier diversity initiatives.** The aim of the action was to replicate a support programme in various regions in France and beyond, to help minority entrepreneurs grow their businesses.

Munich:

- **Engaging the Chambers.** The action aimed at strengthening the cooperation between the city and the business chambers and to further a proactive role of the chambers.
- **Strengthening migrant businesses in public and private procurement.** The action aimed at launching a stakeholder dialogue on the advantages of using supplier diversity as a lever to support migrant businesses.
- **Outreach and empowerment of migrant one-person businesses.** The action aimed to inform migrant one-person businesses about the city's new dedicated support service.

Hamburg:

- **Promoting city's leadership on migrant entrepreneurship.** The action aimed for a higher priority of migrant entrepreneurship in the economic and business development strategy of the city.
- **Creating an evidence base.** The action aimed to provide the evidence-base and raise awareness for

tailor-made support services for migrant entrepreneurs.

- **Outreach and information of migrant communities.** The action aimed at better supporting migrant entrepreneurs with a focus on the needs arising during the covid-19 crisis.

Milan:

- **Network development.** The action aimed at widening and deepening the network developed under the MEGA initiative in Milan.
- **Enlarge the base of migrant organisations and empower them with a model of support.** The action aimed at involving more migrant stakeholders and at promoting a more targeted approach in service provision.

Northern Spain:

- **Data collection.** The action aimed at promoting data collection on migrant entrepreneurs, to improve the knowledge base on migrant entrepreneurs that use entrepreneurship support services or start a business.
- **Capacity building.** The action aimed at equipping the staff of public entities with tools and knowledge to offer quality services and guidance to migrant entrepreneurs.

MEGA in focus: Towards socially responsible procurement in Munich

Public procurement has a total volume of over 400 billion euros annually in Germany. The regulations of public procurement law apply to preparation of tenders and offers. Procurement law is one of the most complicated areas of law, as the complex European legal requirements in particular lead to a constant need for adjustment. Public tenders are promising opportunities for companies to win contracts. Generally, public clients are obliged to place their orders in a regulated process, for example for office services, catering, printed matter, cleaning work or security services. Public clients are federal, state and local authorities. If a company wants to take part in public tenders, it must meet various requirements, which are quite often very complicated, especially for migrant enterprises.

In Munich, supplier diversity in public and private procurement as a topic for further development had first been brought up in the context of the DELI project in 2013/14. It became again part of the discussions in the context of the MEGA working group „Socially Responsible Procurement“, led by partners in Spain and France. This exchange of experience has resulted in a workshop on tenders in Munich in September 2019, organized in cooperation of the city's procurement unit – responsible for tendering procedures worth up to 150 million euros annually – and the Department of Labor and Economic Development. The aim was to spread more know-how among migrant entrepreneurs so that they can be more successful in public procurement, by informing the audience about how to participate in public tenders and what to look for, and by presenting winners of public tenders as models. The second aim was to discuss and raise awareness of the inclusion of social clauses in procurement processes and to encourage more inclusion. Over 50 participants took part in the workshop, most of them entrepreneurs with a migration background, as well as representatives of business associations from the migrant communities.

The results of MEGA will continue to bring about pragmatical changes in regulations and build the bridge between the procurement department and migrant entrepreneurs. As first steps, the municipal procurement unit introduced a certain simplification for obligations in public procurement applications (e.g. company's track record) and encouraged migrant companies to apply for an entry in the municipal supplier database.

MEGA in focus: Promoting city leadership in migrant entrepreneurship support for Hamburg

This action launched as part of the MEGA project in Hamburg was to promote the leadership role of the city in the field of migrant entrepreneurship. The overall objective was to give migrant entrepreneurship a higher priority in the city's overall economic development strategy. In this context it was furthermore important to raise awareness and stress the need for tailor-made support services for migrant entrepreneurs.

The meetings and activities of a stakeholder working group “Supporting the migrant economy” were used as a forum to promote the involvement of the responsible departments of the municipality. One of the results is a joint position paper including key statements and recommendations on the potential of migrant entrepreneurship, with the goal to present the positions to municipal representatives at administrative and political levels and other important decision makers. Another step was the suggestion of a format similar to the City of Munich's Phoenix Price in order to improve the visibility of the economic performance of migrant companies in Hamburg; expected to be considered after the pandemic situation. Entrepreneurs Without Borders (UOG; MEGA's partner in Hamburg) regularly pushed for better support to migrant entrepreneurship by contributing to several workshops and other activities of the working group as well as meetings with representatives of the municipality departments. More exchange between the municipality, authorities and migrant entrepreneurs were promoted by holding networking events.

The importance that the City of Hamburg gives to the topic of migrant entrepreneurship depends very much on the political situation. Accordingly, this issue may or may not be dealt with, depending on government priorities. MEGA however has shown that the more emphasis the European Union places on supporting migrant entrepreneurship, the more incentives there are for municipalities in member states to develop an own policy agenda for migrant entrepreneurship support.

MEGA in focus: Building a networked support ecosystem in the Milan region

In Milan, MEGA's activities concentrated on developing a dense network among relevant support organizations based on inter-operability and reciprocity. MEGA aimed for the animation of a comprehensive community that includes the main players dealing with immigrant entrepreneurship in Milan and in its region. While many initiatives have taken root in the local context and Milan certainly is at the forefront of development in Italy, there are many duplications of services and fragmented initiatives that often confuse the users, with a risk to miss opportunities. On the other hand, it sometimes happens that organizations have difficulties in connecting to the right target group of proposed services. Furthermore, services are often too segmented with a view to the social dimension of economic inclusion.

MEGA's partner Formaper has been recognized as a local catalyst from its first project activity, the National Fair. The proposal to meet again for discussing needs, challenges and new initiatives for migrant entrepreneurs was warmly welcomed. The need for coordination in the region and the will to move towards an integrated model of service delivery was felt, and MEGA was decisive for the initiation of this process. It targeted public and private organizations that carry out EU-funded projects (through AMIF, COSME, DG Grow, Interreg) and entities that operate in support of immigrant entrepreneurship and for the economic inclusion of migrants. The network is made up of about 25 organizations and there is a core group of 10 organizations including the Municipality of Milan – Labour Unit which meets most frequently. Each of these representatives share contacts and are able to activate sub-networks in their own field. Three meetings were organized to share ideas and agendas and collect inputs for effective actions for would-be or established entrepreneurs, to be delivered both within targeted and mainstreamed projects. This resulted in a community of coordinated players who are above all informed about the activities of each other, to be able to direct immigrant entrepreneurs towards integrated services. The activity will continue in the future and a quarterly bulletin has been established to inform about the activities in the area. To have a wider diffusion, it is circulated by the Municipality of Milan.

Motivated and committed people are the reason of the success of the network: a desire to go beyond basic guidance services and to develop more advanced supporting models has emerged. In addition, a new target group for support actions was recognized in the form of young migrant entrepreneurs who have innovative ideas, who are able to make use of all the international ties they have in their business and who can create added value for the national economy. The main lesson from the MEGA experience in Milan is that even in an area that has many active initiatives to support immigrant entrepreneurship, only by integrating the services and mixing the roles of different organizations (social, economic, financial, political) it is possible to create an innovative and integrated support model covering all the needs that immigrant entrepreneurs, with different profiles, may have for the healthy development of their business.

MEGA in focus: Creating a knowledge base about migrant businesses in northern Spain

With this MEGA action, data were gathered related to the entrepreneurial activity of migrants who could benefit from the GARAPEN Local Development Agencies' support services for the creation of companies, as there was a lack of information on the number of migrant entrepreneurs that use entrepreneurship support services or start a business. The objective was to find out more about their situation, not the least to be able to make the case to politicians regarding the role that foreign-born people play in society and the way they contribute economically, socially and culturally.

Inspiration for this practice was taken from Munich City Council which also had carried out a diagnosis of the situation. The GARAPEN Development Agencies adapted the entry forms for their services to include fields regarding the origin of the beneficiaries with surprising results: the number of companies created by people of foreign origin is higher than expected. In another strand of the action, interviews with migrant entrepreneurs were conducted in 2019 and 2020 to raise awareness and enhance the visibility of their entrepreneurial activities. These interviews were shared through mailings to GARAPEN agencies, to the Spanish MEGA National Network, as well as on GARAPEN's social media pages and those of the corresponding agencies.

The MEGA project played an important role for the agencies to become aware of the reality of people of foreign origin; and to start working on improving the services the agencies provide for them. The successful and inexpensive practice is easy to replicate and implement, but leads to results that are key for the further development of actions aimed at improving policies supporting migrant entrepreneurship.

MEGA in focus: Building migrants' capacities to found and run a business in the Île-de-France region

Dedicated to migrants with a business project in France and with a connection to Sub-Saharan Africa, the "African Dynamic network" has allowed the building of professional capacities of project promoters. The peer learning process for migrant entrepreneurs was based on four pillars, including

- Networking: Mobilize migrant entrepreneurs, define thematic areas responding to their needs, and set up a 10 meetings cycle (one per month) with 10 to 20 entrepreneurs attending each "club" meeting.
- Peer learning: identify common areas of activity, exchange about experiences with other entrepreneurs, find business solution in a peer-to-peer process, use collective intelligence.
- Connecting local operators to migrant entrepreneurs: identify local support providers in accordance with the needs and thematic areas, mobilize them and connect them with migrant entrepreneurs during the club meetings.
- Sharing and pooling of migrant entrepreneurship: identify sharing opportunities, develop occasional and collective forms of entrepreneurship, transform economic activities into cooperative forms, scale up business with cooperative solutions.

The action has gathered 60 migrant entrepreneurs in 10 sessions of 3 hours. Meetings focused on two speakers and exchange in an informal atmosphere. An animator took notes of all opportunities and transmitted the most relevant business propositions to project promoters via a mailing list. After the cycle, MEGA's partner Grdr identified the entrepreneurial trends, as seen in types of projects discussed, needs and the results of a panel representative of transnational entrepreneurship.

Two new sectorial clubs of migrant entrepreneurs were created in 2020: One on cooking and catering (Club "Cuisine Plurielle") and another on cosmetics, the Club "Cosm'Ethique". These two networks gather more than 50 entrepreneurs and "pre-startuppers" each. Eventually, two organizations based on mutual learning and cooperation have been created, the ReVEIL organization on the cooking and catering sector, and The House of CosmEthiques on the cosmetic sector.

MEGA in focus: Fostering policy mainstreaming in France in an EU framework

The probably most important impact of MEGA in France is the start of a dialogue between the relevant public policies. The policy response cannot be complete if only the Ministry of Integration deals with the issue of migrant entrepreneurship, as from the 2010's on "integration" in France refers only to newcomers (defined as people who arrived less than 5 years ago). During MEGA's national coalition meeting, the Ministry of Cities and Territories underlined that around 40% of the population in "priorities city areas" under the "Politique de la ville" is immigrant, and the rate rises to 70% if minorities or the population with migration background is included. The inter-policy dialogue also needs to bring in the Ministry of Labor, Employment and Inclusion, as immigrants are over-represented in the statistics of company registrations in France, with more migrant business developers than French-born entrepreneurs. Thus, there is a need to enlarge the scope of the public policy debate, to include every category of migrants in these policies. Overcoming the boundaries between public policies is also necessary to reinforce the link between operators that deal with migrant entrepreneurs. MEGA has built the basis of such a dialogue. The French government has understood the meaning of the initiative and keeps the dialogue open with the national coalition that has been built and should prevail.

Notably, the EU programme support gave stakeholders a bigger credibility in the eyes of public policy makers. With the MEGA project, the French partners had the capacity to reach high-level representative of ministries. Moreover, the EU framework made it possible to enlarge the scale with French policy makers and cross-fertilize the French policy debate with a glance at German, Spanish and Italian public policies. The European added value proved highly attractive for both policymakers and on-the-ground operators, incubators, entrepreneurship organizations and municipalities; as evidenced by more than a hundred participants at the National Coalition Meeting (from cities and the national employment agency to national financial operators and state services from all around France, including North, Lyon, Montpellier, Nantes, Dijon). The EU dimension has proved a real added value to reinforce a national/regional coalition dynamic and to involve key stakeholders as widely as possible.

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A WAY FORWARD FOR THE MIGRANT ENTREPRENEURSHIP SUPPORT AGENDA IN EUROPE

MEGA's national coalitions have connected a wide range of initiatives already in place in Germany, France, Italy and Spain and aimed to promote exchange of experience, knowledge and practice. The platforms brought opportunities to network, join forces and initiate advocacy actions towards national and sub-national institutions and stakeholders. Through stock-taking at key events and an assessment of policy needs, the coalitions identified opportunities and obstacles and addressed them in terms of policies, specific measures and funding programmes.

Ten policy priorities identified by MEGA

Comprehensive action addressing the support needs of migrant businesses and the barriers they face must include appropriate frame conditions at national level. Coalitions of committed actors from the public, private and civil society spheres can move forward the agenda - regionally, nationally and EU-wide. MEGA's National Needs Assessments have analysed the support landscapes and include pointers to improved services, legal provisions and collaboration. The reports fed into MEGA's concluding National Coalition Meetings which brought together key stakeholders in the four countries and an EU-level policy seminar in late 2020. The synthesis of results from these reports and discussions reveal ten key priority areas of action to improve the support provided to businesses run and owned by migrants across the EU, reflecting the current needs and gaps:

1. Reinforce linkages between targeted & mainstream business support services

Targeted and mainstream organizations often work in parallel on improvements of the support available for migrant businesses in a given region, with little coordination or alignment with a broader vision about the support system as a whole. Establishing such coordination represents a major step towards a comprehensive framework.

2. Develop differentiated, inclusive support services geared to specific needs, such as of female, young, recently arrived or refugee founders

While services aimed at supporting migrant businesses in general have increasingly taken hold, further differentiation and specialization of services to address the needs of particular groups is a next step to take in many regions. Needs are particularly diverse in the set-up and early growth stage of businesses.

3. Develop and implement integrated language and business skills trainings

Business training and language learning support are often conceived as separate support services. More effective and more in line with the needs of beneficiaries are integrated training and learning models, where host country language skills are acquired and trained in the business context.

4. Make covid-19 related support accessible and inclusive/targeted

Governments have reacted with wide-ranging emergency measures to mitigate the impact of the pandemic on small and medium-sized businesses. However, migrant entrepreneurs often struggle to access these funds related to e.g. information issues or find their businesses outside the eligibility rules.

5. Provide access to finance and integrate such help into comprehensive support structures

Access to finance is a perennial problem for migrant entrepreneurship support policies. But even where efforts are made to provide better access, such support is often provided separate from other services such as advice, networking support or business training. Ideally, help in accessing finance should be integral part of one-stop support services.

6. Strengthen public and private supplier diversity/socially responsible procurement

Supplier diversity is still an underexploited avenue to strengthen migrant-run businesses. This refers both to public procurement, where social criteria and targeted information can ease access to the purchasing volume of public authorities, as well as to the supply chains of large private companies.

7. Train and employ specialists with intercultural and language skills to answer the specific support needs of migrant businesses & provide the necessary resources

Organizations willing to improve the accessibility of their support services for migrants often struggle with the availability of staff that combines the required knowledge with the necessary intercultural and language skills. Dedicated vocational training modules can supplement diversity-oriented recruitment strategies.

8. Strengthen community leadership & capacities to encourage entrepreneurship, to coach and to mentor

Migrant businesses and founders typically have a first support network in their communities and informal networks. These resources can be mobilized to enhance the impact and outreach of more formalized, publicly funded support policies, e.g. through coaching and mentoring schemes.

9. Foster involvement of the 'target group' in design of support structures and programmes

As most policies related to migrant integration, migrant entrepreneurship support policies are rarely devised in cooperation with the potential beneficiaries. Quality, accuracy, legitimacy and publicity of measures and services all can gain significantly from collaborative needs assessment and development in the design phase as well as participative evaluation.

10. Support the move into the formal economy of businesses operating outside regular frameworks

Businesses started in the grey economy and/or the self-employment of people with unclear or irregular residence status is a recurrent theme, and in some places even dominates the migrant entrepreneurship agenda. Easing the move into regular residence and the formal economy is both a contribution to social inclusion and to strengthened local entrepreneurship and business innovation.

Towards comprehensive support eco-systems throughout the EU: lessons for future policymaking

Beyond the 'what' in terms of policy priorities as listed above, some major conclusions can be drawn from MEGA's activities for the 'how' of furthering a comprehensive approach to supporting migrant entrepreneurship in Europe. A key moment has been MEGA's EU-level policy seminar in late 2020 and the ensuing exchange among the partnership. Cornerstones of a sustained migrant entrepreneurship growth agenda for the EU thus should be:

Kick-start and nurture comprehensive support systems at regional level: Effective and well-coordinated support eco-systems – as promoted and tested in MEGA – are by and large still exceptional throughout European regions. Policymakers at all levels should embrace the comprehensive support model which brings together diverse actors in a policy network, working on continuous development and adaptation of measures and services to encompass the entire spectrum of possible support activities for migrant businesses. "Coalitions of change" of dedicated actors can emerge more easily if their organizing capacity is being enhanced through an open discussion climate based on networks and trust as well as structural funding opportunities.

Strengthen multi-level and multi-stakeholder coordination: A key step to turn the prevailing patchy support environments into stable and seamless support eco-systems is the establishment of sustainable coordination mechanisms. The collaborative governance of support systems should include relevant public authorities at local, regional and national levels, business support services, chambers, incubators and accelerators, migrant business organizations and communities. Coordination structures may be formal or informal but should allow for the regular assessment of needs and gaps, leading to policy action and improvements.

Scaling up of support structures across countries and regions: Support policies and measures have become tried and tested in many places but need sustained efforts at scaling up, in order to achieve EU-wide availability of services in line with the needs and numbers of migrant entrepreneurs. This requires resources, in terms of budgets, human capital and commitment of key actors; anchoring of the agenda in national policy frameworks; as well as synergetic use of programmes and funds related to competitiveness, socio-economic inclusion and territorial/regional development. EU instruments can have as much as a role here as instruments devised by national or local/regional authorities.

Consolidation of transnational mutual learning networks: The level of development of support structures and their maturity in terms of the services offered varies strongly within and across Member States. Transnational exchange of know-how and experiences has accelerated the spread of migrant entrepreneurship support policies since the inception of the policy area in the 1990s, as witnessed by a long tradition of networking initiatives funded by the EU, the Council of Europe and private foundations. Nevertheless, the practitioner networks created remain precarious and lack both continuity and access to a reliably and regularly available source of funding for mutual learning, joint development and formulation of a common European agenda.

A comprehensive support agenda for inclusive entrepreneurship: What the EU can do

In view of these cornerstones, the EU with its programme and funding instruments has at its disposal major levers to facilitate the continued spread of migrant entrepreneurship support structures. In the 2021 to 2027 MFF, EU policies and instruments should:

- promote the building of comprehensive support eco-systems as a standard holistic approach to improving the conditions for migrant businesses to succeed; and linking this model to key EU policies including i.a. the Action Plan on Integration and Inclusion, Better Entrepreneurship guidance, the EntreComp framework and the new SME strategy;
- implement calls for multi-annual projects which combine multi-stakeholder, multi-level policy development for European regions with transnational know-how exchange; in Work Programmes of funding instruments directly managed by the European Commission;
- encourage the comprehensive approach to become part of the programming of EU funds under shared management of the Member States and the European Commission, as a 'policy template' that can easily be incorporated in national AMIF, ESF+, ERDF etc. programmes;
- initiate a regular policy dialogue at EU level on the needs of the sector and the opportunities provided through EU instruments, involving the networks created in recent years through i.a. the COSME-funded projects;
- linking this policy dialogue to the wider EU-level engagement with social and economic partners concerning the labour market integration of migrants and refugees, to mobilize the resources of the corporate sector as well.

Compilation of the European Report, drawing on the contributions of the MEGA project partners:
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