Enabel

Executive summary

Final review of the pilot project for business mobility between Belgium and Senegal

PEM-WECCO

Navision code: SEN 20001

Senegal

Cota asbl

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Agence belge de développement

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1. Presentation of the assessment

The PEM-WECCO programme aims to create mutually beneficial collaboration opportunities between Senegalese and Belgian companies by implementing the principle of circular migration. Its objective is "to contribute to the dialogue on migration governance between Senegal and Belgium by testing an innovative approach to circular professional mobility between Senegalese and Belgian economic actors». This principle, promoted by the European Commission, improves the management of legal travel between the EU and third countries, thus hoping to combat illegal immigration, meet labour needs in Europe, transfer skills to third countries and reduce brain drain. PEM-WECCO facilitates temporary stays for Senegalese entrepreneurs in Belgium, allowing them to contribute to the economic development of Senegal upon their return.

The programme is located at the intersection of private sector development and migration governance, involving various complementary actors. Through a systematic approach, it intervenes at three levels: businesses (micro), support structures (meso) and public organizations (macro). It collaborates with organizations supporting SMEs, promoting the diaspora and international trade. Key actors in Senegalese and Belgian migration governance also participate.

The project focuses more on strengthening the capacities of Senegalese companies to exploit the partnerships created through circular mobility. Collaboration agreements with partners define the contributions to the project activities, coordinated by a team in Belgium and Senegal.

The project is being implemented after the Covid crisis and coincides with the turbulent pre-election period in Senegal, marked by political instability spanning late 2023-early 2024.

Enabel 's project evaluation aims to ensure accountability to partner countries, donors, and other stakeholders. Two specific objectives have been identified: the first is to assess the project according to the Development Assistance Committee (DAC) criteria and the Theory of Change (ToC). The second objective is to analyse the project design to identify the elements facilitating or hindering its implementation and effectiveness, with a view to replicating and formulating similar projects.

The evaluation covers the period from October 2021 to June 2024 (i.e. 3 months before the end of the project) and analyses all activities conducted at micro, meso and macro levels, in Belgium and Senegal. This includes interviews with public partners, companies, and entrepreneurship support structures (SAE). The main users of the evaluation results are the PEM-WECCO implementation team, the members of the steering committee, the Enabel teams, and the International Centre for Migration Policy Development (ICMPD). Other stakeholders and beneficiaries of the project are the secondary users.

The evaluation methodology is based on a grid of questions, materialized by an evaluation matrix that guided the data collection in Senegal and Belgium. This matrix was adapted to reflect the data collected. The data collection followed several stages: analysis of basic documents, preparatory meetings, interviews with entrepreneurs and partners. A field mission to Senegal from 3 to 7 June 2024, included meetings with public partners and entrepreneurs, as well as three focus groups.

The sample was selected based on the sectors of intervention and the types of partnerships sought. The evaluators contacted almost all the resource persons mentioned in the terms of reference (ToR) in addition to other actors identified during the mission. Secondary data come from programmatic documents and final reports from partners, while primary data come from interviews with public and private partners, coaches, and beneficiary companies.

The evaluation mission coincided with other activities of the Action Research team, limiting the availability of stakeholders. The evaluation team took note of the operational notes 1 and 2 published by the Egmont Institute and NEX SAS and of the presentation at the workshop with all partners in Brussels.

2. Findings

2.1 Findings by CAD criteria

Relevance	A	The PEM-WECCO project is very relevant for Senegal because it offers prospects for access to circular mobility for Senegalese economic actors, by being part of an international political context where African states aim to open legal channels for temporary or circular migration. This innovative project has demonstrated that there are diverse internationalization opportunities for Senegalese SMEs through partnerships with Belgian companies and organizations, while responding to the European Union's strategies regarding migration governance. A notable feature of the PEM is the involvement of several public stakeholders, which enriches its collaborative dimension. However, the objective of contributing to the dialogue on migration governance has proven less realistic due to the international and European framework in which this governance evolves. The participation of the Senegalese diaspora in the project responds to an important concern of Senegal. With a high concentration of SMEs on the Dakar-Thiès axis, the territorialization approach is less developed. The intervention logic of PEM-WECCO is clear, coherent, and realistic, despite some relatively optimistic assumptions. The risks are well analysed, and mitigation measures are taken.
Consistency	B	Enabel entrepreneurship support interventions, implemented as part of its 'Inclusive Development' and 'Human Mobility' strategy. When selecting and supporting the cohorts, PEM-WECCO benefited from the network of partner incubators and the expertise of Bond'innov. The collaboration with OVO and with the incubators created synergies for the (post)mobility support of companies. However, the planned synergies with other programmes and structures targeting SMEs remained limited due to time pressure (except for ADEPME and APIX).
Effectiveness	B	**OS1: "Improve the performance of Senegalese companies by creating partnership and learning opportunities with Belgian companies and incubators"** PEM-WECCO has implemented a selection process for mobility candidates, which has made it possible to reach entrepreneurs with expertise in business management, a level of technicality and a network of contacts which make it possible to motivate Belgian companies for partnerships. The Boostcamps, training and coaching organized by Bond'innov allowed 47 companies to prepare well for mobility and to identify partnership opportunities and Belgian companies with relevant expertise and strategy. The methodology and approach oriented towards reflection and empowerment were very innovative and effective for preparing for mobility. AFFORD's intervention, in year 1, made it possible to identify 21 eligible entrepreneurs from the diaspora, of whom only five are engaged in the partnerships. Collaborations between Belgian and Senegalese incubators have made it possible to assess other partnerships between their corporate clients (1) in the creative and cultural industry and (2) the agri-food and water/sanitation sector. The evaluation identified several elements that contributed to the success of the PEM, including the Boostcamps, the efforts of coaches to identify relevant Belgian partners, the economic mission (May 2023). **OS2: "Support the co-construction of sustainable partnerships between Belgian and Senegalese stakeholders involved in migration and mobility issues by capitalizing on the experiences of this project"** Collaborations between Senegalese and Belgian incubators have enabled these structures to strengthen their services to customers, particularly in relation to internationalization. The involvement of the Foreigners Office, Fedasil and good

		contacts with the Embassy have enabled a better understanding of the migration framework.
Efficiency	B	The PEM-WECCO project has demonstrated variable efficiency. Composed of 22 organizations, the steering committee, with a strong representation of the Senegalese government and Belgian partners, highlights the focus on entrepreneurial circular migration. Human and financial resources have been well implemented to achieve the objectives, despite relatively high costs. The team, based in Dakar except for the mobility and entrepreneurship expert, is competent and motivated, but often overloaded, especially during the cohort travel period. The project has experienced delays, notably in the selection of cohort one and access to visas, which led to organizing the mobilities of cohort two towards the end of the project. Monitoring and evaluation are adequate. Most of the expenditure took place in 2023, with a budget well used for preparation, mobilities and support.
Sustainability	C	**OS1:** The PEM-WECCO project has demonstrated potential sustainability at several levels. Partnerships between Senegalese and Belgian companies show clear signs of persistence thanks to mutual benefits and established relationships, touching on key dimensions and complementary strategies. However, post-mobility efforts were too short before the end of the project. The ability to mobilize expertise for the analysis of the feasibility of joint projects, legal aspects and access to funding is crucial. Framework contracts and the dedicated budget play a key role. **OS2:** The sustainability of the internationalization service offering is not yet fully assured for Senegalese companies, because the support structures (SAE) still lack expertise and tools in this area. The project has influenced the debate on entrepreneurial circular migration. The weak integration into the strategies of public organizations remains a challenge for long-term sustainability.
Impact	B	Although lasting impacts still need time to materialize, the project has already established strong relationships of trust between partner companies. The exchange of ideas and strategic collaborations have enriched business models, stimulated innovation, and created opportunities for direct commercial transactions. In addition to a better understanding of the strengths and weaknesses of their companies, partnerships offer great prospects: 1) for the export of Senegalese products to Belgian markets, especially for 'ethnic' markets; 2) for the representation of Belgian companies with technologies that interest Senegalese consumers and Business-to-business (B2B); 3) for the development of new products and services based on the complementarity of the partners' experiences and networks; 4) for the strengthening of professional training programmes. Senegalese entrepreneurs from the diaspora in Belgium have increased their access to economic information and developed new networks, thereby strengthening their capacity to invest in Senegal. For their part, Belgian companies have expanded their presence in Senegal and identified new business opportunities. The project also supported incubators and SAEIs, promoting the exchange of tools and international collaborations despite obstacles linked to their economic model. The current and foreseeable impact of the internationalization of Senegalese SMEs is demonstrated. The PEM model has been integrated into the new Belgium-Senegal bilateral cooperation portfolio, particularly in the projects in the Sine-Saloum region. In addition, it could inspire other projects.

2.2 Findings by specific evaluation questions

QE1: Has PEM-WECCO contributed to the creation of added value for public actors, SAEIs and entrepreneurs in Senegal and Belgium? In what way? By which actors?

The PEM-WECCO project contributed to the creation of added value for public actors, the Innovative Entrepreneurship Support Structures (SAEI) and for entrepreneurs from Senegal and Belgium through several strategic and operational initiatives. Belgian and Senegalese public actors played a crucial role by integrating the steering committee and providing strategic feedback. SAEIs, such as ADEPME and the Investment Promotion Agency (APIX) benefited from synergies with key Belgian partners, thus strengthening their capacity to support Senegalese entrepreneurs. Belgian partners such as AWEX, FIT and Hub Brussels facilitated contacts with Belgian companies, legitimizing the project and exploring export opportunities. Finally, PEM-WECCO promoted circular migration through international events, raising awareness among policy makers and opening discussions on entrepreneurial circular migration.

QE2: To what extent has the pilot approach to temporary mobility between economic operators from Senegal and Belgium contributed to the dialogue on migration governance between these two countries?

The pilot approach has strengthened the dialogue on migration governance between these two countries. Through initiatives such as joint workshops and presentations at international forums, the project and its partner African Foundation for Development (AFFORD) have helped to promote the relevance of entrepreneurial mobility and the crucial role of the Senegalese diaspora in economic development - while facilitating legal and orderly migration, aligned with the needs of both nations.

QE3: Was the intervention logic appropriate for achieving the objectives?

The intervention logic of PEM-WECCO seems very appropriate to achieve its objectives, by aligning its activities with the policies and priorities of the European Union, as well as ICMPD and Belgium. By adopting a circular migration approach, the programme meets the needs of managing legal movements between the EU and third countries, while strengthening economic opportunities for Senegalese entrepreneurs. This strategy is in line with the principles of the Global Approach on Migration and Mobility (GAMM) and the EU New Pact on Migration and Asylum, which encourage beneficial and sustainable international mobility. Moreover, by integrating the vision of DGD Belgium on migration as a lever for sustainable development, PEM-WECCO effectively contributes to strengthening bilateral relations and supporting entrepreneurial mobility (notably in the Sine-Saloum region).

QE3.1: Was the intervention logic of the operation coherent, clear, and realistic in relation to its objectives and the Senegalese context?

The intervention logic of PEM-WECCO appears coherent, clear, and realistic in light of its objectives and the Senegalese context. By focusing on the close supervision of Senegalese companies, the programme effectively responds to the need for support in an environment where state support systems are limited. By facilitating access to business visas for dynamic companies and by considering youth unemployment and the low level of training, PEM-WECCO aligns with Senegal's economic and social development priorities. In addition, by integrating the active participation of the diaspora, the programme capitalizes on their economic potential and contributes positively to the development of their country of origin, in line with the circular migration trends promoted by the European Union.

QE3.2: Did the chosen approach take sufficient account of previous experiences and the state of the art of knowledge acquired during similar operations?

The choice of approach for PEM-WECCO has significantly integrated lessons learned from previous projects managed by Enabel, such as PALIM in Morocco and THAMM on labour mobility. Although the concept of

circular migration specifically for entrepreneurs has not been tested before, Enabel has adapted its strategies from these previous initiatives. The 'Human Mobility' programme has enabled the development of a targeted approach through PEM-WECCO, aimed at maximising the benefits of mobility for development, by integrating environmental and decent work dimensions. This synergistic approach is reinforced by the exchange of experience with the similar PEM N' Zassa project in Côte d'Ivoire.

QE3.3: To what extent did the implementation (and not just the design) of the intervention provide for sufficient flexibility to adapt to a changing context?

The implementation of PEM-WECCO demonstrated substantial flexibility to adapt to a changing context, particularly between the different cohorts of the project. Initially, the strict selection criteria had to be adjusted in the face of an insufficient number of candidates meeting the initial requirements of turnover and business status. This readjustment allowed the programme to better target potential entrepreneurs and increase participation. In addition, lessons learned from the first cohort led to notable improvements in the design of support tools and in the organization of activities, to better meet the needs of participants. Despite some activities being cancelled or postponed due to delays in the selection of candidates and mixed results of calls for tenders, the project was able to adjust its schedule and priorities to maximize the expected impact.

QE3.4: Did the intervention logic explicitly mention the risks and assumptions? Were they specific, up-to-date, and still valid? Were risk management measures planned?

The intervention logic of the PEM-WECCO project clearly integrated an analysis of specific, current, and relevant risks, as well as appropriate management measures. Identified risks included the initial low interest of Belgian companies, mitigated by coaching sessions and the support of coaches to facilitate partnerships. The risk of visa refusal was addressed by the assistance of the Satguru agency and solid preparations including a detailed mobility plan. To maximize opportunities, companies were encouraged to diversify their partnerships and increase business meetings, supported by collective sessions organized by Enabel. The flexibility built into the project design allowed for adapting approaches to unforeseen challenges, supported by the management in-house that facilitates continuous adjustments in response to realities on the ground.

QE3.5: Were the adequacy of human and financial resources, the timing of activities adequate to achieve the specific objective of the operation?

The adequacy of human and financial resources as well as the timing of activities to achieve the specific objectives of the WECCO-PEM were reviewed in light of available financial and operational data. The project benefited from a robust initial budget, with specific allocations for human resources, business support, travel, equipment, and other costs necessary for the effective implementation of the programme. However, challenges were encountered in terms of time management and the workload of the team, particularly intense during key periods such as cohort travel. Budgetary adjustments made it possible to maximise the efficiency of expenditure, particularly in entrepreneurship and mobility partnerships. The extension of the project duration obtained in October 2023 made it possible to meet the increased needs resulting from delays and logistical challenges, reflecting the proactive management of resources to ensure the continuity of planned activities.

QE4: Does the approach followed by the project sufficiently take into account the expectations, needs and capacities of the actors in the implementation of the objectives? If so, how? How can this approach be improved?

The PEM-WECCO approach seems to largely take into account the expectations, needs and capacities of the actors involved in the implementation of its objectives. Senegalese entrepreneurs benefit from targeted support to develop their businesses through exchanges with Belgian and diaspora partners. Key organizations such as the Walloon Agency for Exports (AWEX), Flanders Investment and Trade (FIT), Hub Brussels facilitate awareness raising and business relationships. However, to improve this approach, it would be crucial to broaden the inclusion of Belgian and Senegalese professional and sectoral organizations to maximize partnership and investment opportunities, thus ensuring increased effectiveness and sustainability of the programme.

QE4.1: Were the timetable and the set of activities realistic given the capacities of the stakeholders and the implementation arrangements?

The initial implementation schedule of the PEM-WECCO project encountered several challenges that impacted its effective implementation. Initial delays in the selection of candidates for the first cohort resulted in a slow start. AFFORD's mobilization of diaspora companies was less effective, limiting the number of partnerships established. Actual support for candidates only began several months after the start of the project. Finally, trips to Belgium, scheduled in the last year of the project for both cohorts, were organized during less convenient periods in Belgium, adding additional logistical constraints to time management.

QE4.2: Did the main stakeholders actively participate in the design of the intervention?

Key stakeholders played a crucial role in the design of the PEM-WECCO, providing significant input based on their specific experiences and expertise. The active involvement of Belgian organisations such as AWEX, FIT, and Hub Brussels, as well as institutions such as Fedasil and the Office des Etrangers (OdE), reflects their commitment to mobilising their resources to support economic exchanges between Senegal and Belgium. The COPIL under the leadership of the Directorate for Economic and Financial Cooperation (DCEF) was a key platform where donors, such as EU-INTPA and the International Centre for Migration Policy Development (ICMPD), as well as the Belgian authorities, collaborated to define an inclusive circular migration strategy.

QE4.3: Were the roles and responsibilities of all partners clearly defined and understood by all?

The assessment of the roles and responsibilities of the partners in the PEM-WECCO project reveals several shortcomings despite a clear initial definition. Belgian partners such as AWEX, FIT and Hub Brussels played a less prominent role than expected, limiting synergies with Enabel. Similarly, the coordination between the African Foundation for Development (AFFORD) and Bond'innov for the mobilization of the diaspora lacked

effective synergy. The Agency for the Development and Supervision of Small and Medium-Sized Enterprises (ADEPME) could have played a more active role in the mobilization of Senegalese entrepreneurs and their preparation for internationalization, which would have strengthened the results of the project. In Belgium, organizations such as VOKA, UWE, UCM, UNIZO and sectoral federations, although close to businesses, were only weakly involved, limiting opportunities for collaboration. Finally, the duration of the project (3 years) was insufficient for such an innovative approach, involving partners without prior experience in circular migration and the internationalization of African businesses.

QE5: Did the PEM have any unintended effects (positive or negative)? Which ones?

The PEM generated several positive unintended effects. First, it facilitated unexpected collaborations between Senegalese companies, fostering skills sharing and the exploration of new business opportunities. In addition, fruitful exchanges between Senegalese entrepreneurs and members of the diaspora encouraged greater engagement in Senegal's economic development. By identifying gaps in their businesses and aiming for greater national and international competitiveness, MSMEs – even those that were not selected – benefited from constructive awareness-raising and an impetus towards formalization with organizations such as APIX or ADEPME.

QE5.1: Are there any multiplier effects, whether observable or anticipated? Have any elements or aspects of the transaction been observed to have been transferred or integrated by other parties? If so, which ones?

Although concrete impacts on business management and marketing are not yet visible everywhere, early signs indicate a potential for replication of the new business and service models developed by the project. The exposure of PEM-WECCO at international events has attracted the interest of other donors and stakeholders in circular migration and internationalization approaches for African businesses. These interactions could lead to a future dissemination of the innovative practices and models introduced by PEM-WECCO, provided that the necessary financial and technical conditions are accessible to a wide range of economic actors. The PEM model has been integrated into the new Belgium-Senegal bilateral cooperation portfolio, notably in the Enabel projects in the Sine-Saloum region.

QE5.2: Has the complementarity, coordination and coherence of the partners' actions encouraged synergies and/or contributed to its potential impact?

Complementarity, coordination, and coherence of partners' actions within the framework of PEM-WECCO were considered to foster synergies and maximize potential impact. The project worked closely with five local incubators for the initial selection of companies. Bond'innov provided its expertise in supporting companies in Africa and the African diaspora, thus enriching training and coaching programmes. Late collaborations with OVO opened up post-mobility opportunities. Projects implemented for and by the incubators strengthened the role of these SAEs in the internationalization of companies. Synergies with other initiatives remained limited, despite their potential to strengthen SMEs. Closer integration of these efforts could have amplified the overall impact of PEM-WECCO.

QE5.3: Can we identify effects of marginalization of certain target groups (e.g. "capture elite")?

The PEM Project has mainly attracted entrepreneurs with high education and companies established for at least two years, thus marginalizing those with less experience and solidity. Despite efforts for inclusive participation, strict requirements such as Schengen visas based on minimum income and formal status of companies have contributed to this marginalization.

Moreover, complex conditions for international partnerships and transactions have also created technical and financial barriers, limiting access to certain target groups less equipped to meet these requirements – notably in the cultural and creative industry.

QE6: How could the gender dimension be integrated into projects of this type in the future in order to reduce gender inequalities?

By partnering with women entrepreneur organizations from sourcing to implementation, projects could better address women's specific needs, including access to finance, networking and skills development. An inclusive approach will strengthen their participation and success in diverse sectors, contributing to greater economic and social equity.

QE7: How could the environmental aspect be taken into account for issues related to environmental protection?

It would be beneficial to adopt a systematic and strategic approach to the environment. This could include implementing environmental criteria in the selection process of mobility candidates, favouring those who demonstrate a commitment to sustainability. Encouraging partnerships and projects that have a positive impact on the environment, such as Smart City/Smart Building, recycling of water bottles, biogas from food waste, could be actively promoted. By developing similar collaborations focused on emission reduction, resource management and recycling, the PEM could thus contribute more directly to environmental protection.

3. Conclusions

C1: A selection of entrepreneurs that can be improved

While the project initially selected a group of entrepreneurs with too little experience (see cohort 1), the new selection criteria made it possible to select a group of entrepreneurs with maturity , a product or service appreciated by the Senegalese market, a more solid financial base, with a profile and technical skills and a solid commercial network of the entrepreneur - basic conditions for good internationalization.

C2: Entrepreneurial support and strategic analysis which constitute added values

The support from Bond'innov, an organization with experience in African and diaspora entrepreneurship, met the expectations of entrepreneurs to analyse and make their business model more coherent and viable. This is an essential level of maturity to start an internationalization process. With Senegalese coaches, the strengths and challenges of each company are analysed in order to formulate expectations regarding mobility and the profile of partners to seek. This is a first level of significant added value for most entrepreneurs interviewed. Specific aspects related to international trade could have received more attention.

C3: Necessary support for the Senegalese diaspora

Given the attention that the Government of Senegal pays to supporting the diaspora and their (potential) role in the economy of the country of origin, their participation in the PEM-WECCO is very useful and effective and should be strengthened.

C4: Unequal communication hinders cooperation with Belgian companies

The project invested heavily in communication with companies applying for mobility, but communication with Belgian companies was less pronounced. Companies were not sufficiently aware of the efforts made in Senegal to prepare Senegalese companies for mobility and did not always understand their role and expectations of the project. This slowed down the process of obtaining rapid and favourable responses to invitations sent by Senegalese companies.

C5: Mobility of Senegalese companies that offers opportunities for joint development and investment, while promoting learning about markets, regulations, and communication systems

The mobility of the 47 Senegalese companies (cohort 1 and 2) allowed to meet about 130 Belgian companies, identifying opportunities and challenges, particularly in exporting and developing new products. In addition, four companies supported by Entrepreneurs for Entrepreneurs (OVO – two of the four companies) and ten by the incubators in the agri-food/water/sanitation sector) benefited from

mobility. These exchanges promoted learning about markets and regulations. Post-mobility support helped to solidify partnerships, although its sustainability is uncertain without continued support from ADPME and APIX.

C6: Internationalization that strengthens the capacities of Senegalese incubators, particularly in sectors such as the creative industry

From its conception, the PEM aims to strengthen the capacities of five incubators through an exchange trip to Belgium which results in sub-projects of collaboration with Belgian incubators to strengthen their structures/business models and offer services/reflections on internationalization to their customers. These approaches show the interest of a sectoral approach to circular mobility e.g. role of MCU/Pali Pali/Creative District for the cultural and creative industry.

Although the PEM has encouraged exchanges between Belgian and Senegalese institutions (ADEPME/APIX/DGASE and AWEX/FIT/Hub Brussels), it is too early/limited to have a clear effect on the Belgian-Senegalese ecosystem.

C7: Strengthened trust and cooperation in legal migration between Belgium and Senegal.

The PEM facilitated access to business visas for entrepreneurs through training and the support of a specialized office. The project strengthened trust between the Belgian and Senegalese authorities. The results obtained contributed to creating a positive narrative on circular migration and its economic impact.

C8: A high cost but promising results to be valued

The results of the PEM-WECCO project's mobility are encouraging, despite high costs and delays caused by external factors. The dynamic team mobilized resources and expertise well but failed to firmly anchor the project in the Senegalese and Belgian ecosystems. The multi-sector project offered a wide range of experiences, but a sectoral focus would have allowed a better concentration of resources. The participating companies have acquired solid maturity and are able to develop win-win partnerships with Belgian partners. Ultimately, PEM-WECCO contributes to more professional entrepreneurship adapted to new contexts, with a potential multiplier effect.

4. Recommendations

R1. Develop and promote the concept of 'Business Mobility' Readiness '[1]	Related conclusion	Targeted actors	Level[2]	Priority	Type
Refine the selection of candidates for circular mobility based on the concrete results of PEM partnerships while integrating a critical reflection on the effect of the criteria on the participation of women. Promote the BMR concept which describes that under certain conditions and after specific support, dynamic SMEs are capable of making a 'leap forward' following exchanges /partnerships with peers in Europe.	1	PEM Enabel Brussels Team ICDPM	1 and 3	Medium-term	Strategic

R2. Optimizing pre-mobility support for Senegalese companies	Related conclusion	Targeted actors	Level	Priority	Type
In the first phase of the support, the project should work with the SAEs to help companies develop their business model, strategy, and management, using group sessions or individual coaching. The project should also provide tools to the SAEs and train their managers for better integration.	2	PEM Team Research-Action Team Implementing partners Enabel Brussels	1 and 3	Short-term	Operational

[1] Experience shows that having a concept facilitates communication and understanding of a process and its effects. It can be considered both as a means of raising awareness in the international community about entrepreneurial circular mobility and as a marketing tool for the SME approach. This concept describes that under certain conditions (see selection criteria) and after specific support focused on the characteristics of SMEs, dynamic companies can make a leap forward after exchanges/partnerships with peers in Europe.

[2] Level 1 - Project/Programme: Recommendations that engage the sphere of control of the project or programme team(s) and the implementing partners; Level 2 - Representation/country: Recommendations that engage the sphere of control of Enabel's representation in the partner country (Enabel 's strategy in the country, political dialogue with the partner, etc.) or of the institutional partner; Level 3 - Enabel organizational: Recommendations that engage the sphere of control of Enabel 's management committee and/or actions required at the transversal level of the organization; Level 4 - Overall cooperation framework (DGD/Cabinet/SES): Recommendations that engage the sphere of control of the donor (Belgian or other) and/or the overall framework of Belgian cooperation (DGD, ministry, etc.).

R3. Strengthening the international engagement of the entrepreneurial diaspora	Related conclusion	Targeted actors	Level	Priority	Type
Facilitate partnerships between the entrepreneurial diaspora and SMEs in their country of origin and strengthen the capacities of the diaspora on internationalization and on their knowledge of ecosystems in the two countries.	3	PEM team in coordination with AFFORD ICDPM Enabel Brussels	1 and 3	Short-term	Strategic

R4. Strengthen communication and support for Belgian companies around the partnership with Senegalese SMEs	Related conclusion	Targeted actors	Level	Priority	Type
Communicate more regularly with the business world in Belgium and organize specific support for Belgian companies within the framework of partnerships	4-8	PEM Team Inclusive Development Team of Enabel Brussels	1 and 3	Short-term	Operational

R5. Provide further support for post-mobility	Related conclusion	Targeted actors	Level	Priority	Type
Provide post-mobility support in collaboration with public and private organizations, with SAEs, and collaborate with organizations from both economic ecosystems that offer support and financing to carry out partnership projects on a legal, administrative, and financial level.	5	PEM Team and Enabel Brussels ADEPME, APIX SAE	1 and 3	Medium-term	Strategic

R6. Strengthening the sectoral approach and the role of SAEs/incubators	Related conclusion	Actors targeted	Level	Priority	Type
Capitalize on the PEM experience in combination with the PEM N' Zassa project and disseminate it to support projects for SMEs or SAEs which focus on specific sectors and strengthen the capacities of these SAEs and incubators to support their customers who have products/services, technical expertise and management level capable of embarking on circular mobility approaches.	6-8	PEM Team and Enabel Brussels in coordination with ADEPME, APIX SAE	1 and 3	Medium-term	Operational

R7. Strengthening migration governance	Related conclusion	Targeted actors	Level	Priority	Type
Facilitate the rapprochement/integration of migration strategies and policies on the one hand with policies and strategies for economic relations between countries and the contribution to international development/cooperation on the other. Strengthen the commitment of policy makers in entrepreneurial circular migration through the PEM project, by intensifying contacts with the DGSE for increased participation of the diaspora, and by establishing a consultation framework to promote synergy between migration and entrepreneurship in Senegal.	7	Enabel Brussels in coordination with ADEPME, APIX SAE PEM Team EU and ICMPD	3 and 4	Medium-term	Strategic

R8. Strengthening the 'Gender' and 'Environment' dimensions	Related conclusion	Targeted actors	Level	Priority	Type
Involve women entrepreneurs' organizations at every stage of the mobility process, from *sourcing* to mobilization. This will promote greater economic and social equity for women by taking into account their specific conditions of access to financing, networking, and skills.	7	PEM Team Enabel and Brussels, in coordination with ADEPME, APIX SAE EU and ICMPD	1 and 3	Medium-term	Operational

5. Lessons Learned

L1: Optimizing impacts through a systemic approach and extended project duration to effectively influence migration governance

- The PEM-WECCO architecture and its systemic approach (micro, meso, macro level) allows to achieve results at both the enterprise level and the level of SME support organizations. To achieve changes/impacts at the governance level, (1) the duration of the project should be longer (probably at least five years or more) and (2) other international policy actors should be targeted by the project(s).
- The participation of stakeholders in the steering committee is important as their participation in concrete activities of the project – which are linked to their own ambitions and areas of interest – allows for a real commitment of these public actors.
- The development of a company strategy – and the company's technical and financial maturity – is a 'sine qua non' condition for launching a circular mobility initiative.
- It is appropriate to combine a group approach with individual support – in the form of coaching.
- The cross-cutting dimensions of 'gender' and 'environment' can be taken into account through the selection and the way entrepreneurial mobility projects are implemented.
- Migration governance is largely influenced by developments and trends that go beyond the scope of projects and countries.

L2: Optimization of entrepreneurial support: the need for more rigorous selection and preparation of companies, better clarity of roles between coaches, and in-depth knowledge of the Belgian market

Coaching teams were slowed down by administrative burden and numerous process changes. Despite this, coaching was beneficial in empowering entrepreneurs, although coaching time proved insufficient for some companies. The diversity of coaches was an asset, but the distribution of roles lacked clarity. Regarding the entrepreneurs (and their companies), their maturity is crucial. Some were not ready for sustainable internationalization, and there was a disparity in objectives and support needs. In addition, their knowledge of the Belgian market was often insufficient, with little prior research carried out, which prevented them from correctly identifying market characteristics, targeted sectors of activity, relevant regulations, and potential opportunities in Belgium.