Enabel

Executive Summary

Evaluation of the Entrepreneurial Mobility Project between Ivory Coast and Belgium (PEMCIV / PEM N'Zassa)

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Evaluation presentation

The Pilot for Entrepreneurial Mobility between Belgium and Ivory Coast project, known as PEM N'Zassa ("mixture" in the Akan language), is funded by the European Union and implemented by Enabel. It aims to contribute to the inclusive economic growth of Ivory Coast by leveraging its human capital and strengthening mobility governance, by offering a circular mobility model to 120 entrepreneurs and employees of Ivorian Small and Medium-sized Enterprises (SMEs). Its architecture operates simultaneously at three levels: micro (direct beneficiaries), meso (intermediary structures) and macro (political and bilateral cooperation framework). It is aligned with SDGs 8.1 and 10.2 as well as with the Ivorian National Development Plan 2021-2025. Implementation is based on a structured partnership dynamic mobilising institutional, economic and civil society actors in Ivory Coast and Belgium, including Enabel, GIZ, BELUCI, the Association of Volunteers for International Service (AVSI), the TWIST Cluster, the Immigration Office, the Ivorian Ministry of Commerce and Ivorian diaspora networks. The total budget is €4,800,000 for a period running from October 2022 to April 2026.

The evaluation pursues a dual purpose of accountability and learning. It examines the evolution of the project's performance since the Result Oriented Monitoring (ROM) carried out by the EU in September 2024, assesses the results achieved according to OECD/DAC criteria and draws lessons on the approaches implemented at the three levels, with a view to a possible Phase 2. Its main users are Enabel, the European Union Delegation in Ivory Coast, the implementing partners and the Ivorian and Belgian public institutions involved in cooperation between Ivory Coast and the European Union.

The evaluation covers all activities carried out in Ivory Coast and Belgium since the project's start, with particular attention paid to the period following the ROM (October 2024 to March 2026). Data collection took place in two phases: a first field phase in Ivory Coast from 11 to 21 February 2026, combining surveys, focus groups and working meetings with the project team; a second phase conducted simultaneously in Belgium and Ivory Coast from 23 February to 6 March 2026, primarily through online interviews. The methodology is based on a qualitative approach combining document review (approximately twenty documents analysed), semi-structured and in-depth interviews with 51 stakeholders (29 beneficiary entrepreneurs, 6 Enabel representatives, 7 institutional partners, 3 support structures and 5 European economic and civil society actors), focus groups differentiated by sector, gender and mobility profile, as well as a restitution workshop held on 20 February 2026. The conclusions are based on systematic triangulation of sources.

Findings

Findings by Overall Performance

Coherence	B	PEM N'Zassa demonstrates good internal coherence. The project combines training, mentoring, personalised support and entrepreneurial mobility in an integrated manner, with no duplication effect identified within the Enabel portfolio. Concrete synergies have been developed with the TEI Cacao Durable, VABICUI and MIGRET projects, with proven results for entrepreneurs who benefited from both schemes, particularly in terms of signed partnerships and funding secured. Enabel's Trade Development Centre was also mobilised during the World Cocoa Summit in Brussels in 2024.

		External coherence is less advanced but has been built adaptively throughout the project. Ad hoc partnerships have been established with national actors, notably a referral to a fundraising training programme offered by Côte d'Ivoire PME, initiated following lessons learned from the first mobility wave, as well as a referral to CI Export in 2026 enabling ten selected companies to benefit from specialised support. Collaboration with local incubators and support structures has made it possible to adapt content to ground-level realities while respecting the region's economic development priorities.
Relevance	A	PEM N'Zassa addresses proven structural needs: business informality, limited access to specialised support and restricted openness to international markets. The target is well-adapted, focusing on micro, small and medium-sized enterprises (MSMEs) with growth potential but lacking the necessary tools to access the European market. Entrepreneurs in the agro-processing, digital and green economy sectors benefited from personalised diagnostics, sectoral coaching and a bootcamp generating concrete improvements in terms of structuring and standardisation, with positive spillover effects on local markets as well. The mobility period in Belgium enabled exposure to new business models and access to previously inaccessible international professional networks. The roles of partners and field teams are clearly defined, ensuring consistency and continuous monitoring. The scheme could be extended to less formalised micro-enterprises (MEs) in a subsequent phase.
Effectiveness	A	PEM N'Zassa has broadly achieved its objectives. Entrepreneurs benefited from a structured support pathway (personalised diagnostics, sectoral coaching, bootcamp, ad hoc support) whose effects are concrete and widely reported: strengthened skills in management, marketing, finance and human resources, clarified business models and diversified activities. The mobility objective has been exceeded, with 125 companies having completed a stay in Belgium against an initial target of 120. Upstream preparation for mobility periods (pre-matching, establishment of appointment and event itineraries) optimised the impact of relatively short stays. Through contact with 740 European companies, 27% of beneficiaries signed one or more partnerships (55 contracts and letters of intent, close to the target of 60), and 340 additional partnerships are currently being formalised. The learning acquired during mobility is translating into concrete adaptations in terms of packaging, quality standards and commercial strategy, some already implemented during the project and others planned. The project's effectiveness also stems from its capacity to adapt to local constraints, notably through the adjustment of training sessions to entrepreneurs' availability, and through the strategic use of sectoral coaches and synergies with other projects in the Enabel portfolio.
Efficiency	B	PEM N'Zassa's overall efficiency is satisfactory. The project optimised its resources by combining group training, individual mentoring and cohort-based mobility, while drawing on local structures and developing synergies with other projects in the Enabel portfolio to limit costs and avoid duplication. The financial leverage effect is notable: 4 cocoa cooperatives secured combined funding of €1.34 million from Belgian investment fund Kampani, a substantial sum relative to the pilot's total budget of €4.8 million. Two limitations nonetheless temper this assessment. The relatively short timeframe reduced opportunities for logistical optimisation, particularly regarding the coordination of cohorts according to sectoral events, the avoidance of European holiday periods and the grouping of preparatory activities.

		Furthermore, the multi-stakeholder governance structure, essential for a project with a transnational dimension, generated a constant coordination effort and may have slowed certain decision-making processes.
Sustainability	C	The project contributes to the lasting strengthening of beneficiaries' entrepreneurial skills. Training, mentoring and mobility have enabled the acquisition of transferable know-how, and the majority of entrepreneurs surveyed report concrete and lasting changes in their practices, as well as shifts in mindset impacting their long-term way of doing business. Agro-processing entrepreneurs continue to use the management tools learned several months after the end of the project, and beneficiaries from the digital sector are maintaining partnerships established during the project. The networks and partnerships created constitute potentially durable relational capital, but their sustainability is uneven. A significant number of entrepreneurs experience difficulties maintaining the dialogues initiated without the project's mediation, and structural obstacles (access to financing, need for support in contract formalisation) are hampering the full realisation of internationalisation for some. This underlines the relevance of longer post-project follow-up, consistent with the real timeframes of entrepreneurial development. At the institutional level, the project supported the formalisation of the Ivorian Chamber of Commerce and Industry in Belgium (CICIBE) and accompanied the signing of a Memorandum of Understanding (MoU) between Cluster Twist and the Ivorian Ministry of Communication with a view to developing an audiovisual cluster. These developments are promising but remain fragile in the absence of lasting financial and institutional support. The integration of PEM N'Zassa's methodologies by local incubators, while conceivable, has not yet been observed.
Impact	B	At the micro level, the project's impact is concrete and tangible. Entrepreneurs have adopted new professional practices (improved production processes, introduction of quality standards, integration of digital tools) and developed commercial partnerships with European companies. For some, mobility has facilitated access to external markets and an upgrading of their products. Beyond the economic aspects, the project has strengthened beneficiaries' confidence, their capacity for forward planning and their entrepreneurial legitimacy, translating into a greater ability to negotiate, seeking financing and engage in medium-term development dynamics. Indirect peer diffusion effects have also been observed, and the pool of the most dynamic beneficiaries represents potential for the transmission of good practices that remains insufficiently mobilised, due to the absence of a formalised alumni scheme. At the meso level, the project has driven the formalisation of CICIBE and facilitated the signing of a Memorandum of Understanding between Cluster Twist and the Ivorian Ministry of Communication with a view to developing an audiovisual cluster. These advances are encouraging but remain fragile, as the end of the project may slow ongoing efforts in the absence of an institutional and financial relay. At the macro level, results are more moderate. While the project presents potential for systemic transformation, the slow pace of structural reforms and the still limited influence on high-level policy dialogues call for long-term monitoring to fully measure its effects.

Findings by Specific Evaluation Question

Q1. To what extent has the project improved the value created by Ivorian small and medium-sized enterprises??

The project has broadly achieved its objectives, with satisfactory albeit differentiated results. 125 Ivorian companies completed a mobility period, exceeding the target of 120. Of 85 companies whose mobility was monitored, operator Fida Expert reported 740 European companies met, 30 contracts signed, 25 letters of intent and 340 partnerships under discussion. The signing of 55 agreements and contracts in total represents 92% of the project target. Four cocoa cooperatives signed financing agreements with the Kampani fund for a combined amount of €1.34 million. The sequenced framework (before, during and after mobility), combining collective training, sectoral coaching and individual mentoring, enabled a judicious use of resources with a positive cost-results ratio.

The direct economic returns on turnover remain gradual: the planned end-line survey is not available at the time of writing this report, and tangible effects are expected to materialise more fully in the medium and long term. The sustainability of outcomes is differentiated: more structured SMEs integrate learnings more effectively over time, while smaller ones face financial and organisational constraints that limit consolidation, with several entrepreneurs reporting having paused partnerships due to lack of financing. Spillover effects have been observed at the ecosystem level, with some beneficiaries playing a relay role towards other entrepreneurs.

Q2. To what extent have the approaches implemented for supporting micro, small and medium-sized enterprises and employees met the needs and expectations of target groups? Are adaptations to the approach necessary?

The support approaches are broadly effective and consistent with the project's objectives. The selection phase made it possible to identify companies with real potential to benefit from mobility periods, with a deliberate refocusing at the start of the project on SMEs with a sufficient degree of formalisation and maturity. Formats combining collective workshops and individual sessions proved well-suited to these profiles. Coaching and mentoring activities enabled participants to acquire skills in management, marketing, strategy and internationalisation. Administrative monitoring of visa applications was effective, with an acceptance rate of approximately 90%.

Limitations were nonetheless identified. Micro-enterprises and less experienced employees were less well targeted and sometimes struggled to fully exploit the opportunities on offer. Some content appeared too generic and sectoral adaptation remained uneven. The overly broad sectoral diversity of certain cohorts limited the value of joint mobility periods for highly specialised profiles. The conversion of opportunities into concrete partnerships varies, with the most structured companies being better placed to materialise these opportunities.

Adaptations required for a phase 2 include better differentiation of support modalities according to participants' maturity level, strengthening the sectoral dynamics of mobility periods, extending pre-mobility preparation time, and multiplier mechanisms (role models, peer learning) to broaden impact beyond direct beneficiaries.

Q3. To what extent have the strategies implemented for mobilising European companies and the diaspora proved effective and enabled win-win partnerships to be materialised?

The mobilisation strategies deployed (B2B missions, networking events, pre-mobility coaching, mobilisation of diaspora and consular networks) proved broadly relevant and effective. They enabled the establishment of structured interaction spaces between Ivorian, European and diaspora entrepreneurial ecosystems. Results are tangible: 229 SMEs supported, 130 mobility periods completed and 55 partnerships concluded, representing 92% of the target and generating nearly one million euros in commercial contracts. The win-win dimension is evidenced: Ivorian entrepreneurs gained access to new markets and acquired technical and commercial skills, while European companies benefited from privileged access to the Ivorian market in high-potential sectors. The intermediation role of the PEM team and the labelling effect of Enabel and the EU facilitated matchmaking and reduced the reluctance of some European partners less experienced in the region.

Regarding the diaspora, two organisations were supported: the Réseau ivoirien des Diplômés de la Diaspora (RIDD) for the opening of a Brussels office, and the CICIBE whose creation constitutes a strong signal for the sustainability of the project's effects. However, diaspora mobilisation remains predominantly opportunistic and one-off in nature, without dedicated funding, stable governance, or formalised processes for integration into national economic strategies. For less mature SMEs, some interactions proved less directly exploitable, and certain European partners expressed expectations of more structured collaborations than the project's timeframe allowed.

Q4. To what extent have the project's activities enabled intermediary structures to take ownership of the approach and bring about transformations in their practices ?

The project has significantly contributed to strengthening the understanding and integration of entrepreneurial mobility by intermediary structures. These have progressively learned to consider mobility no longer as a tool for one-off exchanges, but as a strategic lever for SME internationalisation. Several structures have integrated this approach into their support practices, directing entrepreneurs towards mobility schemes and facilitating connections with foreign partners. Some organisations have repositioned their strategic role by presenting themselves as facilitators of transnational cooperation, thereby strengthening their visibility and legitimacy, as confirmed by interlocutors from the Direction générale des Ivoiriens de l'Extérieur and the Ministry of Commerce. The PEM furthermore directly supported the creation of the CICIBE and the opening of a Brussels office for the RIDD and played a facilitation role in the signing of a MoU between Cluster Twist and the Ministry of Communication.

These dynamics nevertheless remain fragile. Structures lack internal resources to sustain changes after the project ends. Ongoing initiatives (CICIBE, MoU) lay the groundwork for possible sustainability, but their consolidation will depend on their capacity to mobilise their own resources and to embed entrepreneurial mobility within their long-term strategies.

Q5. To what extent has the project contributed to influencing or informing the evolution of political relations and cooperation frameworks between Belgium and Côte d'Ivoire?

The PEM N'Zassa has contributed to evolving cooperation practices between the European Union and Ivory coast by introducing circular entrepreneurial mobility as an instrument of economic partnership, in the absence of a pre-existing formal bilateral cooperation framework between the two countries.

The project created regular dialogue spaces between businesses, support structures and public institutions from both countries and across Europe, promoted a renewed vision of mobility as a lever for economic cooperation rather than solely as a migration issue, and fostered the emergence of new forms of cooperation between intermediary structures. It also strengthened the role of economic and institutional mediation played by the Ivorian diaspora in Belgium.

The changes observed concern, however, primarily the collaborative practices between economic actors and intermediaries. The integration of entrepreneurial mobility into formal cooperation frameworks remains limited. Several structural constraints hinder sustainability: the absence of formal anchoring in national policies, dependence on international cooperation funding, and the fragility of the institutional mechanisms created by the project. Furthermore, the long timeframes required for structural change are in tension with the short timeframes of a pilot project: the envisaged evolution in perspectives cannot be observed within the project's duration and will depend on the sustainability of the dynamics after its closure.

Q6. To what extent have synergies with other Enabel projects or international actors strengthened the achievement of the project's effects?

No duplication was identified within the Enabel portfolio, and the project actively identified complementary initiatives. Synergies with the TEI Cacao Durable, MIGRET and VABICUI projects are particularly notable. The synergy with TEI Cacao enabled the identification of entrepreneurs for the PEM and offered them complementary sectoral technical follow-up, covering structural diagnosis, business plan strengthening and technical support. The results are convincing: 4 entrepreneurs who benefited from this dual complementarity signed direct financing agreements, and a fifth obtained Fair Trade certification. Entrepreneurs supported by VABICUI also benefited from the PEM in the green economy sector, resulting in signed partnerships. The project furthermore capitalised on the lessons learned from PEM'Wecco in Senegal, within the limits of the overlap between the two programmes, which does not allow for the same adjustments as sequenced pilots.

Institutional and operational coordination mechanisms facilitated the sharing of strategic orientations, the harmonisation of approaches and the prevention of duplications. Limitations nevertheless remain: inter-project strategic coordination is insufficient, timelines and priorities sometimes diverge, and certain complementarities developed in an opportunistic manner rather than within the framework of an integrated strategy. The collective capitalisation of knowledge remains insufficiently systematised.

Q7. What are the unexpected effects of the project (positive and/or negative)?

The unexpected effects are largely positive and reveal a broader impact potential than initially anticipated.

Among the positive effects, mobilities and preparatory activities fostered the creation of commercial ties between Ivorian entrepreneurs within cohorts, proving lasting for some: the partnership between Havilah and Tout au Cacao, initially for 2,000 kg of cocoa, was scaled up to 10,000 kg following the success of the collaboration, and Yelen'Art established several lasting commercial partnerships with PEM peers. Mobilities also triggered business model restructuring and strengthened entrepreneurial management, sometimes in the absence of a signed partnership, suggesting a positive reach extending beyond formalised contracts alone. Participants relayed the achievements observed during mobilities, contributing to a multiplier effect on the ecosystem. The participation of Cluster Twist, not initially planned, led to the signing of an MoU with the Ivorian Ministry of Communication.

These unexpected effects were identified through the project's monitoring and dialogue mechanisms, which also enabled operational adjustments along the way: simplification of the application process, an ad hoc partnership with CI-PME for training on financing research, referral to CI Export for 10 selected companies in 2026, and strengthened legal awareness on contractualisation through Fida Expert.

Negative or ambivalent effects were also identified: frustrations among non-beneficiary actors linked to the programme's selectivity, risk of dependency on the project's institutional mediation to sustain partnerships, and differentiated access to opportunities according to company profiles.

Q8. To what extent have the actions implemented by the project succeeded in including women entrepreneurs, and also in ensuring that the mobility approach addresses their particular challenges (e.g. access to financing, work-life balance, type of networks)? What lessons can be drawn?

Women's participation is real but uneven. Women account for 36% of mobilities completed, but only 15% of the 342 SME applicants were women-led, reflecting the structural inequalities of the Ivorian entrepreneurial ecosystem. Disparities vary by sector: women are almost as numerous as men in agri-food and are in the majority in the Cultural and Creative Industries (CCI), but are very poorly represented in digital, the green economy and other sectors. The effects for women beneficiaries are broadly positive. The project contributed to expanding their professional networks, strengthening their entrepreneurial skills and facilitating connections with economic partners. Of 112 companies on mobility considered, 34% were women-led. 24% of women signed partnerships compared to 36% of men, but women who signed concluded an average of 1.7 partnerships compared to 1.5 for men. The SCAMED cooperative, led by a woman, signed a €320,000 financing agreement with Kampani.

Gender integration remained an implicit cross-cutting principle rather than a clearly defined operational objective. Selection criteria did not include explicit incentive measures for women, no dedicated effort was made to inform women entrepreneurs, and the support mechanisms offered did not systematically take into account their specific constraints (family responsibilities, access to financing, male-dominated networks, absence of targeted mentoring). These limitations underscore the need for a structured and operational gender approach in future projects, integrated from the design phase with explicit objectives, gender-sensitive indicators and tailored support measures.

Conclusions

PEM N'Zassa demonstrates strong operational performance and high strategic coherence, particularly in the areas of entrepreneurial capacity building, internationalisation and the creation of transnational networks. Its impact is most visible at the micro-economic level (skills, structuring, networks) and relational level (partnerships, visibility). In contrast, the macro-structural and institutional dimensions show more moderate results. The project thus appears as an accelerator of entrepreneurial opportunities rather than a systemic transformer.

C1. Comprehensive, well-structured and responsive support, with some limitations

The multi-dimensional support scheme (administrative support and technical assistance, before, during and after mobility) addresses the root causes of the low internationalisation of Ivorian SMEs. Its three-level flexibility structure (collective, sectoral, individual) maximises relevance while keeping resources under control. The project demonstrated responsiveness by forging partnerships during implementation to address unanticipated needs. Two limitations temper this finding: access to financing hindered the full realisation of partnership opportunities, and sectoral performance was uneven, with sectors benefiting from specialised expertise achieving more conclusive results.

C2. Significant but difficult to measure SME capacity building

The mobility experiences fostered genuine organisational learning processes, often more structuring and lasting than the immediate conclusion of contracts. However, rigorous measurement of these effects remains complex: the indicators mobilised appear primarily to measure exposure to the project rather than its structural effects, and the absence of long-term follow-up does not allow systematic demonstration of lasting behavioural changes. Adapting the monitoring and evaluation system constitutes a priority challenge.

C3. Significant but still fragile relational dynamics and international visibility

The project has generated significant relational dynamics, with numerous dialogues initiated and a substantial number of partnerships created. However, facilitating connections, formalising agreements and achieving effective economic cooperation represent distinct levels, and the sustainability of the relationships initiated remains potentially dependent on the project's institutional mediation. The mobilisation of the diaspora, while promising, remains predominantly event-based, due to the absence of durable structuring instruments. International visibility constitutes an important result in terms of symbolic capital but must be accompanied by concrete commercialisation strategies to avoid a disconnect between communicational performance and real economic impact.

C4. Promising dynamics within the transnational ecosystem whose sustainability remains to be consolidated

The PEM played a driving role in the creation of CICIBE, a potentially durable interface between the diaspora, Ivorian entrepreneurs and Belgian institutions, and facilitated the signing of an MoU between Cluster Twist and the Ivorian Ministry of Communication. These advances are promising but remain fragile, as their implementation may be hampered by the end of the project. In Ivory coast, collaborations with incubators and support structures have strengthened organisational capacities, but the systemic impact remains limited: activities remain one-off, institutional coordination insufficient, and no integrated reform or public policy has yet been implemented.

C5. An institutional transformation still incomplete

Institutional structuring represents the most strategic and simultaneously the least advanced dimension. The absence of formal anchoring in public policies, dependence on external funding and the incomplete stabilisation of governance mechanisms indicate that the results achieved remain largely dependent on the project's own momentum. PEM N'Zassa thus presents a configuration typical of pilot projects: strong individual activation, significant but fragile relational dynamics, and incomplete systemic transformation. The central challenge going forward is the transition towards autonomous and institutionalised mechanisms capable of sustaining the dynamics initiated beyond the end of the project.

Recommendations

Recommendation	Related conclusion(s)	Targeted actor(s)
R1: Optimise the structuring and monitoring of the mobility pathway in order to improve inclusivity and conversion into economic opportunities	1, 2	• Enabel Headquarters (future project formulation team) • Partner support structures
R2 : Consolidate an already robust support pathway by including a financing component and strengthening sectoral anchoring	1, 2	• Enabel Headquarters (future project formulation team) • Partner support structures
R3 : Leverage entrepreneurial pathways in order to extend the strategic impact of the project, particularly on gender issues	1, 2	• Enabel Headquarters (project team) • Partner support structures
R4 : Srengthen PEMCIV's anchoring in its ecosystem by structuring partnerships with European companies and the diaspora, improving governance and implementing strategic monitoring, in order to foster lasting commitments	3, 4	• Ivorian, Belgian and European institutional actors • Support actors
R5 : Integrate entrepreneurial mobility into legal frameworks and public policies, positioning PEMCIV as a pilot project for economic diplomacy. Experiment with mobility facilitation mechanisms and capitalise on achievements in order to inform the conditions for scaling up.	5	• Transnational institutional and political actors • Ivorian, Belgian and European institutional actors
R6 : Position entrepreneurial mobility as a structuring lever for economic cooperation by consolidating its integration into cooperation frameworks and mobilising institutional actors to support its scaling up.	5	• Ivorian and European institutional actors • Transnational political actors • Donors

Lessons learned

L1 - Economic mobility schemes can generate sectoral transformations beyond their initial objectives, particularly through exposure to market standards.

The PEM N'Zassa, implemented between Ivory Coast and Belgium in sectors such as agri-food, green economy, cultural and creative industries (CCI) and digital, primarily aimed to strengthen the internationalisation of SMEs. However, the evaluation shows that the mobility experiences also fostered skills development and the adoption of more sustainable practices, particularly through exposure to European standards, green technologies and circular economic models.

These dynamics translated into evolutions in productive practices (resource optimisation, waste valorisation, improvement of quality and traceability standards) and a greater consideration of environmental issues by beneficiary enterprises. A central mechanism was the exposure of Ivorian SMEs to European market requirements (quality, traceability, sustainability), initially perceived as constraints but progressively integrated as structuring frameworks to improve production processes, strengthen competitiveness and access new market segments.

Lesson learned:

Economic internationalisation projects can act as indirect vectors of ecological and organisational transformation, notably through the progressive appropriation of commercial and regulatory standards. It is therefore relevant to anticipate and valorise these externalities from the project design stage, by supporting enterprises in upgrading their practices, integrating standards as transition tools towards more sustainable models, and putting in place adapted indicators and monitoring mechanisms to capture these effects beyond initial objectives.

L2. Learning constitutes a central outcome of mobility experiences, but requires dedicated mechanisms to be converted into economic results.

One of the major contributions of the PEM N'Zassa lies in the learning generated by mobility experiences (skills acquisition, evolution of business models, appropriation of international standards). These organisational learning processes have often produced more durable effects than the immediate conclusion of commercial partnerships.

However, the evaluation highlights a gap between these acquired competencies and their translation into concrete economic results (investments, contracts, productivity gains), due to constraints related to access to financing, the business environment or the absorption capacity of enterprises.

Lesson learned:

Mobility schemes must be designed as two-stage processes: (i) generation of learning and (ii) conversion into economic results. Without structured post-mobility support (financing, coaching, targeted matchmaking), the competencies acquired remain partially exploited. The integration of monitoring and support mechanisms following mobility experiences is therefore essential to maximise the impact of projects.