TRANSFORMING THE FIELD OF MIGRATION THROUGH COLLABORATIVE FRAMEWORKS

Recommendations towards a connected and resilient migrant workforce and entrepreneurship ecosystem in Europe

HELLO EUROPE

an initiative by:

ASHOKA

MIGRATION REQUIRES A COLLECTIVE ACTION

The age of migration is unfolding. **More people are on the move every day**: some are escaping wars, others are seeking securities due to climate change, or reaching out for new opportunities. Europe, and here especially Western European countries, is a popular destination for migrants. Democracy and economic prosperity are considered to be attractive attributes for those who are looking for a new place to live or to find a refuge. In contrast to these developments, **the migration-related sector and processes for these transitions seem permanently stuck.** National systems to manage it are old and outdated, organizations are siloed and there are many barriers for meaningful collaboration for a faster integration in general and into the European employment systems.

Migration is seen as a polarizing topic. The global view on it and **old narratives fuel the otherness** and allow societies to further fragment and perpetuate the situation. Resentments and fears are not taken seriously, creating a downward spiral of new prejudices. Generally, societies still talk about and not with migrants and still work too little with them on solid and grounded solutions, foremost in terms of their employability.

Across sectors, **there is a desire for new approaches** that dismantle siloes, bring innovativeness and innovation, involve final users in decision-making, and develop solutions that can be scaled widely. Thus, employment and entrepreneurship taken up by migrants hold the opportunity for rapid change and successful intercultural societies.

We see **migration as changemaking in action, where migrants are recognized as changemakers, innovative solutions are scaled, and collaborative frameworks emerge to transform the entire system.** Thus, we base our work, that is the co-creation of a connected and resilient workforce and entrepreneurial ecosystem for migrants, on **these key principles:**

- To break the silo approach, **key players from multiple stakeholder groups** must be identified and enabled to **come together** to analyze and transform the ecosystem they are in, as they continue to improve and scale the individual solutions they lead.

- To unlock the high creativity and effectiveness, it is key to **place systemic social entrepreneurs and innovators at the center,** who provide an energy and innovative thinking to the entire group.

- To enable collaboration based on action with players that often don't work together, a proven **accelerator approach with systems-change tools and frameworks** that guide participants through a process aimed at action, needs to be applied.

- To steadily improve and to adjust to the given situation, it is essential to **measure the impact** being created throughout this process.

This paper showcases how these principles can be put in practice. Building on our network, expertise and know-how, we brought together change leaders representing key stakeholders in the sector of Migrant Entrepreneurship and Employment to think about root causes and potential solutions in a systemic way. **While Ashoka led the facilitation process, the content was driven by the experts in the room and the credit for what you are about to read goes to them.**

About Ashoka

Ashoka builds and cultivates a community of change leaders who see that the world now requires everyone to be a changemaker. We are pioneering the Everyone a Changemaker world through our programs and networks in more than 90 countries, building and amplifying this global movement.

About Hello Europe

Hello Europe is an Ashoka initiative that aims to become a collective voice of innovative citizen solutions in the field of migration by (1) scaling proven solutions, (2) bridging the gap between social entrepreneurs and the public and policy sector, and (3) changing the narrative from migrants as takers, to migrants as makers.

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EXECUTIVE SUMMARY

In 2022 **Hello Europe piloted its first Ecosystem Accelerator, a process that applies accelerator strategies to a given "ecosystem"** (i.e. the actors and institutions involved in a topic or sector) i**n the field of migration**. This first iteration **focused on Migrant Entrepreneurship and Employment:** an exciting, growing sector with a multitude of local and national solutions that are producing a positive and novel impact on society across Europe. It is also a field of action that has a series of key challenges around a lack of connectivity, knowledge exchange, data and shared resources.

The iterative process involved over 130 key decision-makers from social innovation, government, policy, corporate, academia, media and social sectors. A group of 16 engaged players deeply elaborated from April to June 2022 on the **following four goals: (1)** to assess the root causes of the lack of a well-articulated and connected migrant workforce and entrepreneurial ecosystem in Europe; **(2)** to analyze the systems in which migrants operate as employees and entrepreneurs; **(3)** to co-design critical shifts to achieve system change and **(4)** to brainstorm on steps to collective action.

In the process, we have seen that migrant employment and entrepreneurship issues can hardly be separated and that both logics influence each other in terms of inclusion, qualification, innovativeness and participation. Therefore, hereafter, we refer to both the workforce and entrepreneurial ecosystem[1], because they are closely intertwined. However, in main parts, this paper focuses on self-employment and business creation, and regards employment as a related field of action.

Four major root causes were identified as barriers to more effectivity in the workforce and entrepreneurial ecosystem: **(1)** a lack of data and shared definitions of the diverse groups of migrant entrepreneurs to best measure and increase impact across geographies; **(2)** poor access to employment for people with migrant backgrounds due to complex and overly bureaucratic procedures, lack of hard and soft skills recognitions, little understanding of the concept of the "world of work" between companies and migrant employees, and difficulties for companies to properly assess and value migrant talent acquired along their employment biographies and in transit countries; **(3)** important barriers for migrant entrepreneurs to access funding and build social networks for their success, due to a fragmented and siloed support ecosystem with an excessive dependence on short-term public funding; **(4)** no connected, visible, recognized and effective migrant ecosystem in Europe, and therefore a lost opportunity for synergies, policy influence and availability of shared tools, resources and good practices.

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1   By a workforce ecosystem we understand an infrastructure for companies and employees that focuses on value creation for both. Such infrastructure consists not solely of the employers and the employees, but also of external organizations relating to employment and employability such as labor agencies, training institutes, suppliers and further. Additionally, an entrepreneurial ecosystem marks the support infrastructure of people who are entrepreneurs running a business or are simply self-employed. A start-up ecosystem is, thereby, regarded similar to the entrepreneurial ecosystem, but less supporting the established entrepreneurs, but individuals who want to start a business. The umbrella of all these concepts is the innovation ecosystem, which is officially defined as the set of actors and activities being interrelated, being of importance for the innovative performance of companies or similar entities.

Diving deeper into each of these areas surfaced a series of specific needs in the sector and recommendations on how to get there. These conclusions are structured as "visions" of where a migrant workforce and entrepreneurial ecosystem should be, the major steps to get there and, finally, specific actions to implement. **The visions and major steps are divided into four areas and summarized as follows:**

1) Data and research in migrant entrepreneurship: an understanding that is reframing migration narratives across Europe by generating data that is reliable, shared and useful for its stakeholders, is profound. This co-created ecosystem for migrants is not about collecting data on individuals but rather initiating a platform for exchanging what is already existent as a knowledge network. Steps to achieve this include data conceptualization, creating legitimate and protected ways to contextualize and share data, offering a multidisciplinary and multisectoral repository of studies on migrant entrepreneurship, and collecting, analyzing and illustrating the effects of migrant entrepreneurship and their contributions to sustainable development.

2) A pipeline for receiving and retaining migrant talent: a world where access to employment and employability for migrants is effectively facilitated, supported, all obstacles are removed and there is a welcoming culture for migrants to equally share a sense of belonging at the workplace. Steps to achieve this include effectively facilitating and supporting access to migrant talent and job opportunities at different levels and moments in employment process (entry, upward, encounters), introducing more inclusive hiring process, mobilizing, encouraging and supporting the private sector through organizational and multi-stakeholder bodies (such as the UN Global Compact), simplifying legal procedures to hire, and shifting mindsets among employees and migrants to internalize a welcoming culture and clear pathways to grow.

3) Funding for migrant entrepreneurs and support structures: an environment where migrants who wish to embark in entrepreneurship have the same financial access and levers as local entrepreneurs. To achieve this vision, vehicles that can elevate aspiring entrepreneurs with migrant backgrounds need to be created while working to reform the financial institutions that will ensure their full access and structural inclusion. Steps to achieve this are focused around creating a new social impact investment vehicle that incorporates and supports migrant entrepreneurs, and streamlining inclusion and diversity into all key legislation within sustainable finance policies. Such policies should also focus on the failure of a business and possibilities to overcome and restart again.

4) Collaboration and partnerships: a connected and resilient migrant workforce and entrepreneurial ecosystem that easily collaborates, as a support infrastructure, to learn and improve its services in order to scale operations and enable as many interesting potentials to start a business. Steps to achieve this include creating a connected network of innovation, workforce, entrepreneurial and start-up ecosystems on the topic for knowledge exchange and funding support. It includes helping local ecosystems of any kind to learn and improve through good practice sharing, co-creating an action plan on how to work with the public sector to improve public-private-partnerships (PPP) in the sense of Triple or even Quadruple Helix, and developing special purpose vehicles to share project ownership.

When seen as a whole, the combination of these visions and steps to reach them may seem complex. However, there is a common thread being found running through them all, which involves building an interconnected and resilient, visible and functional migrant workforce and entrepreneurial **ecosystem, which has migrants at its core, and holding key leadership**, in order to create a culture and means to share resources and good practices, amplify voices across the continent, and show the positive impact these employees and entrepreneurs are creating.

We realize those reading this paper are, just like the ecosystem accelerator participants, coming from very different sectors and stakeholder groups and areas, and therefore the way you read and apply learnings will look different. **Our goal is,** on the one hand, **to enable you to see the whole picture better than before:** this is a complex system, and too often we are stuck in siloes or isolated units, unaware of the effects our work has on others and vice versa. Indeed, this shared vision is essential to an effective, impact driven migrant workforce and entrepreneurial ecosystem: **complex problems require collaborative solutions**. On the other hand, we hope you also see specific actions you can carry out or join with others in implementing.

We believe in a world where Everyone is a changemaker, and it is of essence that you give yourself permission to implement change from where you are, be it a corporate, public, academic or social setting, and contribute to build systems where people with migrant backgrounds can fully access new resources, spaces and tools to carry out dignified and empowered lives as changemakers.

For more information, or further updates on how to engage with the emerging solutions, drop us a note at helloeurope@ashoka.org or reach out to any of the participants in the appendix that might be potential allies.

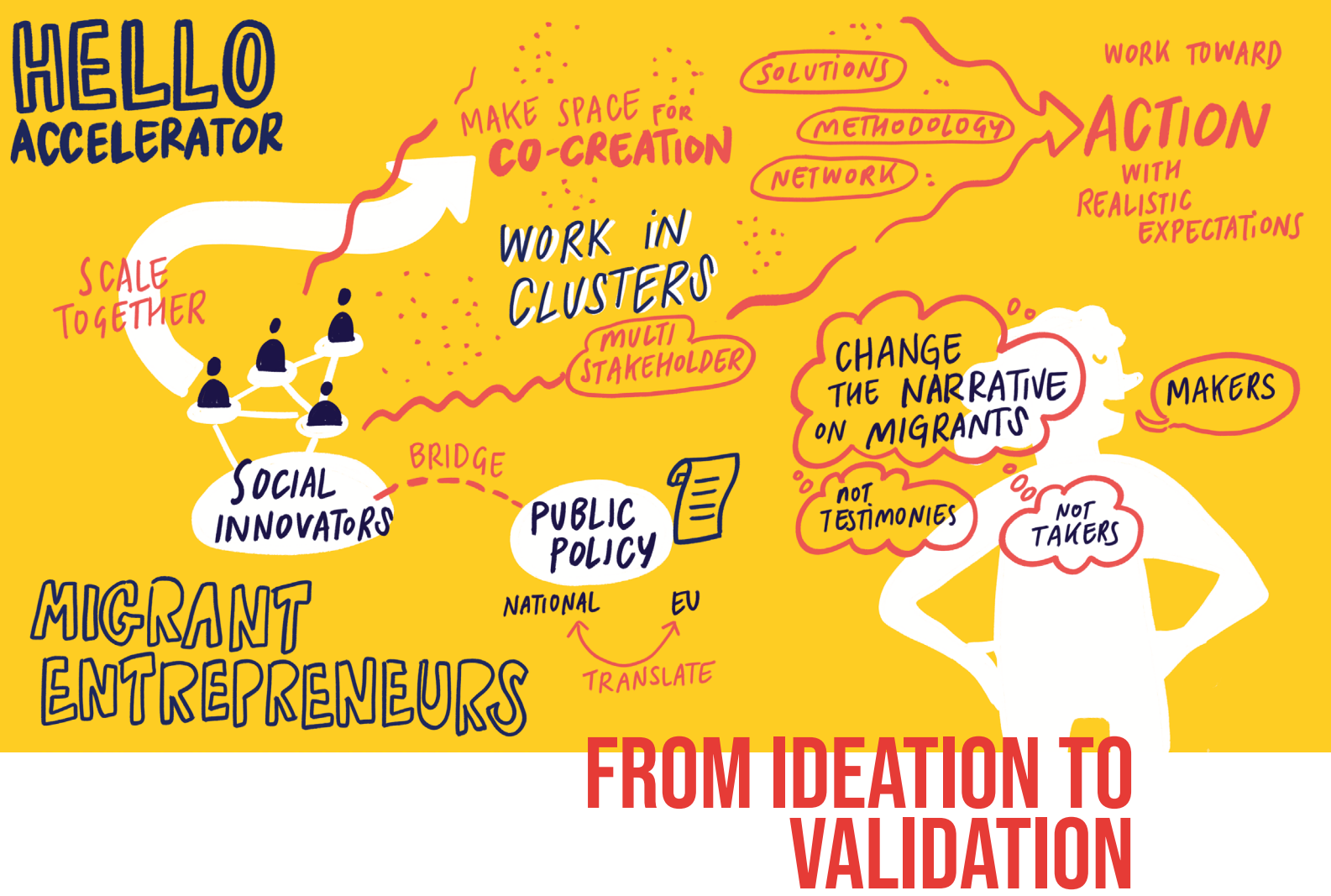# MIGRANT ENTREPRENEURSHIP AND EMPLOYMENT IN EUROPE

Migrant entrepreneurship and migrant employment are deeply interwoven in Europe. Firstly, entrepreneurship may be a factor that leads to employment and a higher employability in general. Entrepreneurs create businesses and hire people, and the more entrepreneurial activities are supported, the possibilities for hiring and training people occur. Secondly, often entrepreneurs become employees in other companies, especially larger corporations. For large corporations seeking talents, entrepreneurs of small and medium-size enterprises (SMEs) are often key partners. Thirdly, migrants are still driven to create ventures out of necessity due to lack of employment opportunities, which can often lead to unsuccessful ventures.

When talking about entrepreneurship and entrepreneurial activities literature differentiates two main kinds of business drivers: opportunities and necessities. Historically speaking, most migrant entrepreneurs, referring to the 1970s and 1980s, were necessity driven. Lack of employment possibilities and a high unemployment rate in Europe caused by the oil and steel crises, damaged volatile sectors and created a need for new employment possibilities. Especially migrants, participating in these precarious sectors, were from one day to the next without a job. Today, still migrants start businesses lacking employability possibilities, however the number of opportunity based migrant entrepreneurs is increasing. Still rare, but there are highflying tech founders who try to build unicorns in Berlin and Paris, but in majority people who start smaller companies just to make a living - they are self-employed. On contrary, finding a job is often a problem for migrants due to different factors, ranging from language barriers to outright discrimination. Therefore, many opt for self-employment out of necessity, not choice.[1]
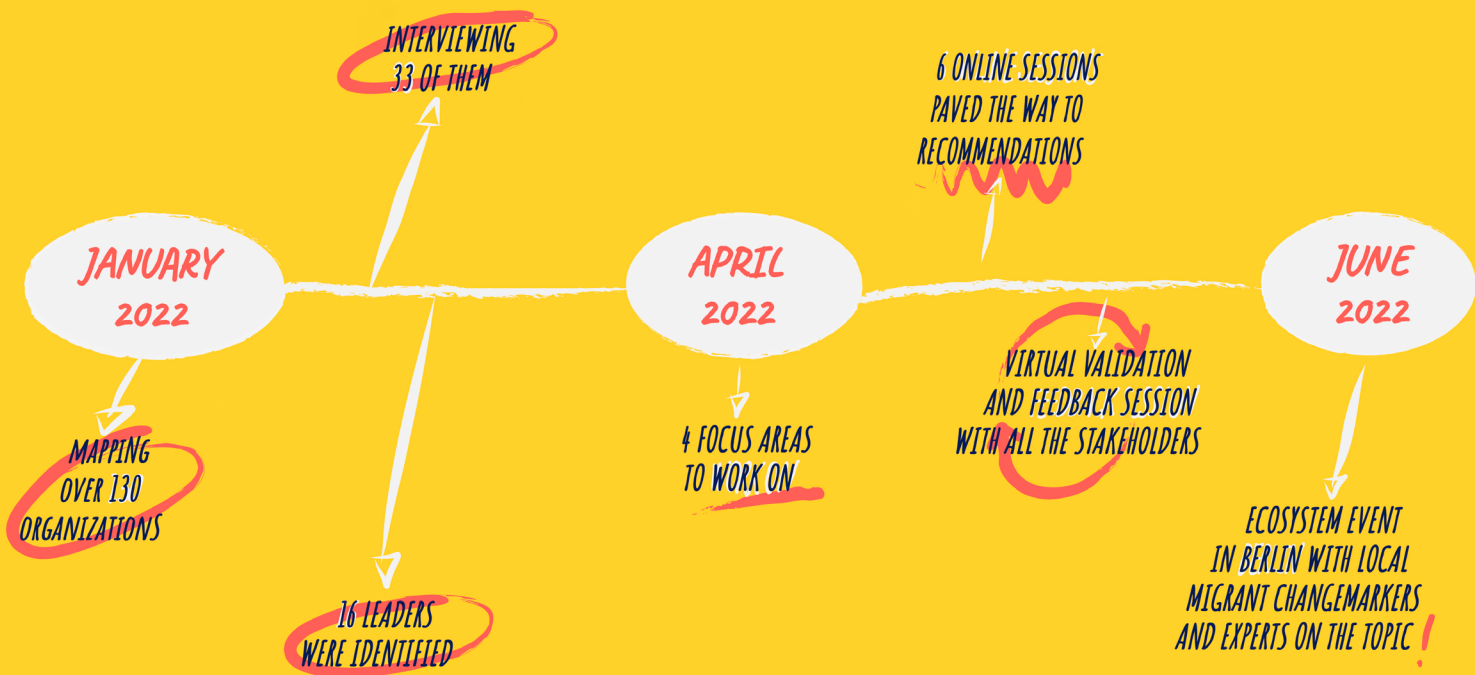
Regardless of the reasons, migrant entrepreneurship is alive and well and a major contributor to European economies. Although specific data on migrant entrepreneurship activity across Europe is scarce due to a lack of concrete definitions and tools to disaggregate data, in countries where data is available, there has been an increasing migrant entrepreneurship trend over the last decade. For instance, according to the global entrepreneurship monitor (GEM), 20% of all startups in Germany have been started by migrants, including notable unicorns like Omio, BioNTech, Delivery Hero and Gorillas.[2] In Sweden, the number of companies founded by non-Swedes before the pandemic was around 30% (out of a total migrant population of 20%).[3] During the pandemic, Sweden experienced the largest increase in newly founded companies by migrants by 16%.[4] Other countries across Europe show similar trends.

Data from the 2015-2017 migration movement across Europe also showed that overall entrepreneurship increases when significant numbers of migrants arrive in a given city or community. Migrants not only contribute by starting more businesses, but they can also bring energy to the entrepreneurial ecosystems by prompting more locals to also become entrepreneurial. Incidentally, this entrepreneurial drive helped some medium size cities, like Malmö and Bochum, with an entrepreneurial agenda to manage the pandemic better than cities with no distinct startup policies. In Malmö the number of new founded companies increased 5% during the pandemic– while migrant founded companies increased 9%. Bochum was one of the few German cities with an increase in entrepreneurship and migrant entrepreneurship during the pandemic. Both cities have visible outreach programs for potential entrepreneurs – and easily accessible training for founders.[5]

HELLO ACCELERATOR

SCALE TOGETHER

MAKE SPACE FOR CO-CREATION

SOLUTIONS

METHODOLOGY

NETWORK

WORK TOWARD ACTION WITH REALISTIC EXPECTATIONS

WORK IN CLUSTERS

MULTI STAKEHOLDER

SOCIAL INNOVATORS

BRIDGE

PUBLIC POLICY

NATIONAL   EU

TRANSLATE

MIGRANT ENTREPRENEURS

CHANGE THE NARRATIVE ON MIGRANTS

NOT TESTIMONIES

NOT TAKERS

MAKERS

FROM IDEATION TO VALIDATION

At the beginning of 2022, Ashoka partnered with Zalando and launched a first of its kind Ecosystem Accelerator to bring solutions to the most pressing issues around Migrant Entrepreneurship and Employment. The idea was to map out and bring together top leaders in the field across Europe, create a small working group led by social entrepreneurs, and apply our scaling methodologies and multi-stakeholder collaborations learnings to the ecosystem, rather than to individual solutions, to come up with shared recommendations for the sector.

INTERVIEWING
33 OF THEM

6 ONLINE SESSIONS
PAVED THE WAY TO
RECOMMENDATIONS

JANUARY
2022

APRIL
2022

JUNE
2022

MAPPING
OVER 130
ORGANIZATIONS

4 FOCUS AREAS
TO WORK ON

VIRTUAL VALIDATION
AND FEEDBACK SESSION
WITH ALL THE STAKEHOLDERS

16 LEADERS
WERE IDENTIFIED

ECOSYSTEM EVENT
IN BERLIN WITH LOCAL
MIGRANT CHANGEMARKERS
AND EXPERTS ON THE TOPIC !

Starting in January, over 130 organizations from 23 countries were mapped, 33 of them interviewed and 16 leaders identified from business, policy, research and social innovation sectors as well as key leaders from the most impacted communities (i.e. leaders with a migrant background) across Europe.

Through the innovative Ecosystem Accelerator process, this multi-stakeholder group converged on the key systemic barriers that are making the European ecosystem around migrant entrepreneurs and workers inefficient, condemning them to a vulnerable situation where they are uncounted. The four focus areas described below were identified and, for each of them, the critical shifts that need to happen for the system to produce better outcomes. This thorough analysis and reflection, that was conducted in six online facilitated sessions from April to June, paved the way for the formulation of these recommendations, which were then enriched by a virtual validation and feedback session with representatives of all stakeholder groups relevant for the field, and by the insights gathered by the group during an ecosystem event in Berlin with local migrant changemakers and experts on the topic.

BRINGING CHANGE LEADERS TOGETHER

Our first meeting framed the conversation but most importantly gave space to all voices in the room, each sharing their perspective, both personal and professional. And as each individual wore a different hat, the needs and concerns they aired out were countless.

The first stage of the process was to diverge and our discussion was captured as an infographic in the drawings which you can see opening this chapter. Similar images are used throughout this paper and all were created during our sessions. We listened to the group carefully and from there we tried to organize our thoughts to be able to converge and dive deeper to get from needs to solutions.

① SUPPORT SYSTEMS AND FUNDING IS UNSUSTAINABLE

LACK OF FEEDBACK TO POLICY & FUNDERS

NO IMPACT ASSESSMENT

TOO LOCAL

TOO DEPENDENT ON FINANCING

STRUCTURAL BARRIERS WITHIN COMPANIES

DISCONNECTION CSR POLICIES & HIRING PRACTICES

③ LACK OF DIRECT LINKS TO THE BUSINESS AND EMPLOYMENT SECTOR

HR — EMPLOYEMENT

GAP

SOCIAL ROLE OF BUSINESS

CAPITAL MARKET & IFIs

BARRIERS

MIGRANT ENTREPRENEUR

WHY?

GO WIDE

NO LONG TERM VIEW

LACK OF COOPERATION

LACK OF OVERVIEW OF KEY ACTORS

STATUS MIGRANT → ENTREPRENEUR

BIAS ON SKILLSET

② THE SECTOR IS FRAGMENTED MAKING CONNECTION AND SCALING UP IS DIFFICULT

LACK OF KNOWLEDGE SHARING

GO DEEP

MISSING DATA ON SUCCESS

ENTREPRENEURSHIP SEEN AS SOLUTION TO UNEMPLOYEMENT

LACK OF DIVERSITY IN ENTREPRENEUR SECTOR

④ NARRATIVE AND DIVERSITY

GOOD

KEY CHALLENGES TO SCALING THE ECOSYSTEM

When we analyzed the key challenges to the ecosystem, we converged on four major issues that underlie the lack of effective solutions in the action field.

(1) A lack of data and shared definitions, making it difficult to share metrics and compare impact to improve systems. (2) Poor access to employment, due to multiple factors, including complex procedures and bureaucratic processes, little understanding between native companies and migrant entrepreneurs, and serious difficulties for companies and hiring managers to properly assess and value migrant talent. (3) Serious difficulties and barriers for migrant entrepreneurs to access funding and build networks for support, in part due to the fragmentation and dependence on public project funding of organizations designed to support migrant entrepreneurs. (4) The fact that there is no visible organized and recognized migrant workforce and entrepreneurial ecosystem in Europe (or in most European countries), makes it impossible for any single organization to make structural changes, as they have to "fight for themselves".

1. Lack of definition and data

What are we talking about when we talk about migrant entrepreneurs? Is it Elon Musk and the like or your local shop owner? Are we talking about refugees starting a business or labor migrants setting up construction firms? Is this about gender differences, or guest worker generations? Are international students setting up businesses afterwards "migrant entrepreneurs"? Or is it all the above? Either way, **the lack of a definition on what migrant entrepreneurship is makes it difficult for companies and public institutions to recognize and support them.**

The lack of shared definitions, **based on different immigration histories in each separate country** all over Europe, makes it difficult to track data on migrant entrepreneurship activity. Having this data would contribute to more visibility and acknowledgement to the role that migrants play as enablers and drivers of innovation. This problem is **further undermined by the lack of genuine data on success and failure.**

Measuring the impact of migrant entrepreneurs is often difficult, as clear indicators have not been developed. This is also due to the diversity of migrant groups, according to their legal status for example (refugees vs. economic migrants vs. irregular migrants), which complicates the collection and analysis of data and generates difficulties for comparisons across types of entrepreneurs and countries or regions.
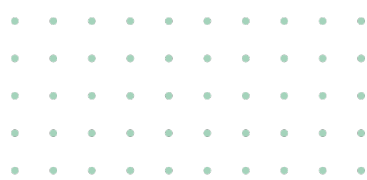
2. Lack of access to employment for migrants

Migrants face numerous barriers when trying to find a job. One of the main barriers is procedural. Procedures and **bureaucratic ridden processes** to hire migrant talents are too complex for companies. Often company leaders are uncertain when it comes to the right of residence, especially in the case of refugees. Putting, already limited, resources such as time and finances into the development of migrant talent brings additional unknowns and risks.

On the other hand, **newcomers are often discouraged to apply to competitive opportunities due to a lack of understanding or confidence in an unknown culture.** Ambiguities in the "world of work" based on simple cultural understandings of habitus, milieus first need a common ground, before turning into fruitful corporations.

Beyond these, **companies report that the biggest obstacle is the gap between migrant talent and employers.** Companies are often unaware of the skills and assets that migrants can bring as well as their potential contribution to the economy. Only a few companies are working to attract, hire and retain this talent and revising their hiring procedures to become more inclusive. Some examples can be found in the response to Ukrainian refugees by companies like Marks & Spencer, Aldi and Vodafone which have made commitments to hire thousands of

Ukrainians or to offer flexible working models and relocation support.[6]

But these efforts seem to be one-off and only implemented by a few large companies. Beside a formal qualification recognition, there still are less other tools to assess hard and soft skills of migrants and refugees. Consequently, a deskilling on the job is not an exception. Often migrants and refugees acquire further informal qualification, be it in the country of receiving or in transit countries. Contrary to all efforts at the national and EU level, since the long summer of migration, with a few project-based exceptions, these are not considered.

That said, despite a wide range of experiences, there is a predominant sentiment that **most companies do not have a built-in culture that is welcoming towards foreign talent.** This is due to negative perceptions that are generally not recognized, but also to the lack of awareness of the impact that positive representation can have. Both combined can become counterproductive and affect productivity since diversity in the workplace has proven to result in higher profits for companies. Also, most companies are not social driven institutions - all the appealing does not help, economic incentives or labor market regulations must be set. Diversity concepts, still are rare and mainly working informally among the employees, without any license.

3. Lack of funding and network support for migrant founders

Migrant entrepreneurs contribute meaningfully to the economy and the creation of jobs. They have also a social impact being employers to further migrants and creating a multicultural working place. However, they

usually have to face numerous obstacles on the way. **They generally lack access to credit and struggle to raise funds, due to an insufficient knowledge of financial regulations and administrative procedures.**

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In this regard, access to financing, training and advice is therefore key to ensure their financial stability and inclusion. Also, the start-up consultancy leaves out the subject of insolvencies and the ways of a re-start.

On the other hand, migrant entrepreneurs encounter different kinds of **difficulties when trying to access funding through collaborating with other entrepreneurs or organizations.** Identifying the key actors to collaborate with across regions and countries is not always easy if you don't already come with a strong network. At the same time, organizations are often disincentivized from sharing data with others as it may make them lose business opportunities. How to share, without giving away your data, and sharing it when it brings new business opportunities is key for the sector. All of this combined makes it difficult to bring migrant entrepreneurs together to apply for funding, scale their impact across regions, and advocate on behalf of their community.

Last but not least, the fact that the **sector fostering migrant entrepreneurship has traditionally been too dependent on public funding has also limited its development.** Most public funding is project oriented, which means that projects are developed and abandoned when the funds are over, making it hard to scale its impact. This project-based approach is a problem for the ecosystem as it does not address the overall need for resources. In addition, funding is principally used for mentorship programs, addressing only one small part of the needs that migrant entrepreneurs have. Therefore, a long-term systemic approach, which includes more agile and talent-focused funding, is needed to ensure the sustainability and efficiency of the ecosystem.

4. There is no visible organized or consolidated migrant workforce and entrepreneurial ecosystem across Europe

There are isolated (most informal) migrant workforce and entrepreneurial ecosystems all over Europe. Their sole existence does not make them visible. In some cases at the local level these migrant workforce and entrepreneurial ecosystems are well organized, **but rarely are they integrated in larger frameworks or overall innovation or entrepreneurial ecosystems.** There is also a lack of a network of networks at the European level, being a migrant workforce and entrepreneurial ecosystem, that work effectively at national levels and regards context specific differences and factors.

At the regional or local level, where an ecosystem exists, it is often led by different entities: in some cases business agencies, in other migrant organizations that are active in the field of (self-) employment, other times mainstream organizations (business supporters), or more targeted systems. Usually, these local ecosystems are not connected among each other. [7,8]

The few ecosystem structures that exist – and connect migrants to the official and overall workforce and entrepreneurial ecosystems – are growing bottom up, and this is where the power and effectiveness lies.[9] This is often due to an interest in migrant business creation at a local – or city level – but not at a national or European level. However, if a well-organized ecosystem across Europe were consolidated it would embed migrant entrepreneurs in a greater support system that they could use to maximize their resources and develop their companies in a collaborative environment.

The risk of not embedding migrant

entrepreneurs into the innovation ecosystem, by the participation in the start-up, workforce and entrepreneurial ecosystem will likely result in missing out on social, cultural and financial capital. Two studies done by participants at the Startup Migrants Preschool show that before joining the program migrant participants had little knowledge about the startup ecosystem or government support projects.[10] They had

nonetheless gone to a job center to find work but the support they received was not always adequate to their needs. In some cases, they were discouraged from starting their own business and instead they were offered a job that didn't match their skillset. This can pose a risk of unlearning the skills and strengths that migrant entrepreneurs have by not acknowledging and rewarding the valuable business experience they bring with them.

DATA & RESEARCH

REFRAME MIGRATION NARRATIVES

1. Data conceptualization: Make visible and consolidate indicator sets for distinct aspects of migrant entrepreneurship allowing for data triangulation

2. Create legitimate and protected ways to contextualize and share data

3. Offer a multidisciplinary - multi-actor repository of studies related to migrant entrepreneurship

4. Collect, analyse, and illustrate effects of migrant entrepreneurship and contributions of migrants and diasporas to sustainable development

INITIATE a PLATFORM FOR EXCHANGING EXISTING DATA on migrant entrepreneurship

CREATING A PIPELINE FOR RECEIVING AND RETAINING TALENT

1. Bridging the gap between migrant talent and employers through effectively facilitated and supported access to migrant talent and job opportunities at different levels including transition moments (entry, upward, encounters)

2. Introducing more inclusive hiring processes

ACCESS & WELCOMING CULTURE

3. Mobilize, encourage and support private sector through support organizations, business associations and multi-stakeholder bodies such as UN Global Compact to foster inclusion policies in companies

4. Simplify legal procedures to hire

5. Shift mindsets among employees and migrants themselves: internalize a welcoming culture and paths to grow

RECOMMENDATIONS

MIGRANT ENTERPRENEURSHIP for the benefit of the whole society

COLLABORATION & PARTNERSHIPS

CONNECT — LEARN & IMPROVE — SCALE UP OPERATIONS — EMBED IN LOCAL STARTUP ECOSYSTEM

1. Create a connected network of ecosystems on migrant entrepreneurship to allow learning and knowledge exchange and funding support

2. Helping local ecosystems to learn and improve by learning from international best practice

3. Co-create a handbook on how to work with the public sector (how to apply for public tenders, etc.) to make it easier to collaborate and develop solutions and public-private partnerships in the field of migrant entrepreneurship

4. Creating special purpose vehicles, either as an LLCs (SPV) or as a Decentralized Autonomous organization (DAO) to share "ownership of project" and be eligible for EU funding

FUNDING

1. Creating a new social impact investment vehicle that incorporates or supports migrant entrepreneurs

2. Streamlining inclusion and diversity into all key legislation within sustainable finance policies

STRUCTURAL INCLUSION

mission — analysis — design — build — Setting up a reflection committee

VISUALS BY NORMA NARDI

RECOMMENDATIONS AND ACTIONS TO TAKE

Out of these discussions analyzing, reflecting and validating, **here are the main recommendations made by the participants** to create an ecosystem that is set up to foster and support migrant entrepreneurship and employment for the benefit of the whole society.

They are **divided into four areas,** considered the most important leverage points for change: **(1)** Data and research in migrant entrepreneurship; **(2)** A pipeline for receiving and retaining talents; **(3)** Funding for migrant entrepreneurs and support structures; and **(4)** Collaboration and partnerships.
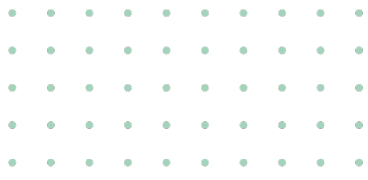
1. Data and Research in Migrant Entrepreneurship

Vision

We envision an understanding that is [contributing to] reframing migration narratives across Europe by generating data that is reliable, shared and useful for its stakeholders. Such an understanding can be developed through the lens of a (migrant) workforce and entrepreneurial ecosystem. This co-created ecosystem is not about collecting data on individuals but rather initiating a platform for exchanging what is already existent as a knowledge network.

Recommendations

1.1 Data conceptualization: Make visible and consolidate indicator sets for distinct aspects of migrant entrepreneurship allowing for data triangulation.

Actions to achieve this include:

- Understand what data is needed and what is legitimate and safe data collection and analysis: improve international comparability and develop shared terms.

- Invite researchers, migrant entrepreneurs, and other stakeholders to join forces to bridge the gap between research and practice and therewith legitimize research purposes and meaningful selection of sources, analysis, and usage of data.

- Map the current reality by action research engaging both academics, entrepreneurs, and intermediaries to reflect relevant concepts. Mapping of census data.

- Clarify, consolidate, and streamline terminology concerning migrant entrepreneurship including its sub-groups and characteristics, e.g., via typologies.

- Elaborate in a co-creative effort on widely accepted criteria, terminology, impact measurement, etc. for migrant entrepreneurship, which is meaningfully linked to the general established terminology, understanding and research on entrepreneurship.
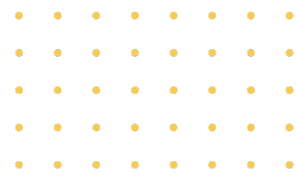
1.2 Create legitimate and protected ways to contextualize and share data.

Actions to achieve this include:

- Harmonize methodologies on data collection, analysis, and dissemination.

- Establish and mainstream guiding principles for data collecting for ensuring human-centric approach, data reliability and validity, including codes of conduct.

- Develop user-friendly means to share data widely without compromising safety, trust, and data protection rights.

- Provide contextual and other information on data sources, data specifics and spatial scope (municipal, regional, national levels, what organisms, etc.).

1.3 Offer a multidisciplinary and multi-actor repository of studies related to migrant entrepreneurship.

Actions to achieve this include:

- Collect a thematic grouping of relevant open publication studies on migrant entrepreneurship (including all sub-groups).

- Establish a host country based virtual knowledge repository for scholars and other stakeholders to find relevant publications and a space for exchange.

1.4 Collect, analyse, and illustrate the effects of migrant entrepreneurship and the contributions of migrants and diasporas to sustainable development.

Actions to achieve this include:

- Document diverse pathways to entrepreneurial success for different types of migrant entrepreneurs. Illustrate entrepreneurial role models and means for designing effective support mechanisms that foster sustainable development.

- Build 5-10 tentative entrepreneurial pathways and migratory biographies for different positive migrant entrepreneur experiences, detecting key milestones and ways to measure the impact of the entrepreneurial ecosystem support at different stages.

- Introduce a catalogue of effects and contributions of migrant entrepreneurship, migrants and diasporas on host-home country development on different levels (e.g., David et al., 2022; Elo et al., 2022).

- Use pathways to compose recommendations and specific actions for local, regional, national, and continental policies, etc.

2. A pipeline for receiving and retaining migrant talents

Vision

We envision a world where access to employment for migrants is effectively facilitated, supported, all obstacles are removed and there is a welcoming culture for migrants to equally share a sense of belonging at the workplace.

Recommendations

2.1 Bridge the gap between migrant talent and employers through effectively facilitated and supported access to migrant talent and job opportunities at different levels including transition moments (entry, upward, encounters).

Actions to achieve this include:

- Bring migrant talent and corporates closer (e.g. platforms, events, mentoring, coaching, internship, job shadowing) in order to raise awareness of untapped potential.

- Co-design with migrants support services to prepare them for employment (job market overview, upskilling or reskilling based on the needs of both groups).
- Strengthen intermediaries who can facilitate sourcing candidates for

companies (e.g. corporations outsourcing the process to social businesses).
- Build private and public partnerships to provide incentives and foster collaboration.

- Lobby for tax incentives for hiring migrant talent or to introduce quotas to employ diverse talent.

2.2 Introduce more inclusive hiring processes.

Actions to achieve this include:

- Match talent based on competencies and skills (while recognizing foreign qualifications).

- Facilitate cross-department collaboration to feed into human resources practices (readiness to define their actual needs for talent management, even higher level positions).

- Revise hiring procedures that are applied (e.g. strict process during interviews) to allow other learnings to be incorporated (e.g. room for story-telling, connecting with other employees, assessing skills in more informal ways).
- Follow competency-based selection processes (recognize talent beyond degree).

- Design training for companies on how to apply mechanisms that enable evaluating competencies.

- Design talent programs which include migrants (early-career / long-term).

- Incentivize companies to regularly assess for inclusion with migrant lenses (e.g. tracking mechanism of co-creation with migrant talent).

2.3 Mobilize, encourage and support the private sector through support organizations, business associations and multi-stakeholder bodies such as UN Global Compact to foster inclusion policies in companies.

Actions to achieve this include:

- Spaces and events for private sector partners to share their worries, best practices and learnings in implementing their inclusion strategies.

- Through these, produce recommendations locally and enable ways to share them by multi-stakeholder business organizations.
- Raise awareness of opportunities and insights, facilitated by the business organizations bringing public sector, civil society and international organizations.

**2.4 Simplify legal procedures to hire.**

Actions to achieve this include:

- Smoothen the process of work permit applications and provide incentives for hiring migrant talent.

- Raise awareness for companies about the procedures (consulting, training).

- Lobby for rendering the process to be more inclusive and simplified.

2.5 Shift mindsets among employees and migrants themselves: internalize a welcoming culture and paths to grow.

Actions to achieve this include:

- Lobby for introducing a legal framework for equal representation, especially in leadership positions to make them visible.

- Expose employees to migrants such as introducing a reverse mentoring or a buddy program, creating culture moments for different communities, and allow them to discover.

- Prepare welcome packages for basic needs, encourage companies to dedicate a specific team for conflict resolutions and to create spaces for feedback which would translate into the culture.

- Allow internal mobility and cross-mobility to retain migrant talent.
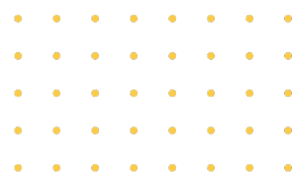
3. Funding for migrant entrepreneurs and support structures

Vision

We envision an environment where migrants who wish to embark in entrepreneurship have the same financial access and levers as local entrepreneurs. To achieve this vision, vehicles that can elevate aspiring entrepreneurs with migrant backgrounds need to be created while working to reform the financial institutions that will ensure their full access and structural inclusion.

Recommendations

3.1 Create a new social impact investment vehicle that incorporates or supports migrant entrepreneurs.

Building a European ecosystem where migrant entrepreneurs can realize their potential and contribute fully to the economy requires focused investment. On the one hand, this requires creating new financing vehicles with teams that fully understand the social and cultural impact of these investments. On the other hand, new partnerships between migration entrepreneurship experts and finance stakeholders will be essential. This also means that the impact of such investments must be better identified, accounted for, and integrated into ESG (Environmental, Social and Governance) policies.

Actions to achieve this include:

Set up a reflection committee with members representing NGOs, migrant entrepreneurs, companies and investors to design the most relevant investment vehicle for migrant entrepreneurs. The goals for this committee would include the following:

- Define the mission, values and impact of the investment vehicle and the demographics it aims to cater to.

- Analyze and map out the different social impact investment vehicles that exist and shortlist the most relevant models for migrants who have started businesses.

- Determine who will be the target investors and what type of returns they will expect. For instance:
  -Who are the pan-European investors?
  -Which large companies are interested in migration and refugee inclusion?
  -Which companies take their Corporate Social Responsibility commitment seriously?
  -Which investment banks, insurance companies, and public banks are interested?

- Evaluate the deal flow within this network and beyond.
  -How many migrant founders are there and what are the size of their companies?
  -Amongst those, how many have companies ready for this type of support?

- Consider various scenarios to create efficient and competent governance bodies for such an investment vehicle.
    -What type of executive board?
    -What type of "project selection" committee?
    -How can we ensure the presence of entrepreneurs with migrant backgrounds within the various governance instances?

- Define impact measurement metrics.
    -What is the social and environmental impact of the fund? What metrics can be gathered to measure this adequately?

- Define exit strategies.

- Design the vehicle taking into account the points listed above and the following questions:
    -What is the ideal size of the fund?
    -What is the operational set-up and needs of the fund?
    Should we link the fund with a European Accelerator for migrant en trepreneurs?

- Recruit the teams competent to run the fund.

- Raise money to build the fund.

3.2 Streamline inclusion and diversity into all key legislation within sustainable finance policies.

In light of the new concepts and initiatives that have appeared in the last decade, such as Environment, Social and Governance (ESG), the green and social taxonomies, and the EU's current emphasis on sustainable finance, the need and opportunity for diversity is of utmost importance. The inclusion of migrants needs to be woven into legislation in order to become a motor for companies and other stakeholders to promote and implement.

Actions to achieve this include:

- Establish an inventory on any legislation that could have an impact on the inclusion of migrants, and their ability to fully realize themselves in the EU. Associate with this inventory a state of play in order to assess the feasibility of influencing such legislation in the short, medium or long term.

- Engage with public institutions and influence legislation concerning newcomer's inclusion and anti-minority discrimination policies, without forgetting corporations' social and ecological accountability.

- Establish the regulatory requirements that will give public actors and NGOs the tools to control the impact of corporate commitments and sanction those who fail to respect them.

- Create alliances with economic actors (business, financial institutions, investors, etc.) to help change the representation of newcomers within our societies, by offering them opportunities (i.e. recruiting them and putting them in positions equal to locals and providing the infrastructure to support them on a wide scale) whose benefits will be shared by the community at large.

4. Collaboration and partnerships

Vision

We envision a connected ecosystem that easily collaborates to learn and improve its services in order to scale operations and embed as many people as possible in local startup ecosystems

Recommendations

4.1 Create a connected network of ecosystems on migrant workforce and entrepreneurship to allow learning and knowledge exchange and funding support.

Actions to achieve this include:

- Systemize the ecosystem players that are already known and identify further ones. This can be done by sourcing the ecosystems that were participating in the accelerator.

- Find out what knowledge exists and is gathered in the ecosystem that is mapped.

- Display the data that is gathered in a logical way and design the right platform for displaying information.

- Edit the material gathered into a confirmed and easy readable structure.

- Identify additional regions that must be mapped as well as the local drivers who can help map these additional ecosystems.

- Design a template for needs assessments and benchmarking to identify the development needs in different regions.

- Create a template for information gathering that partner organizations can use to map ecosystems.

- Feed best practices into this system based on newly created collaborations.

4.2 Help local ecosystems to learn and improve by learning from international good practice.

Actions to achieve this include:

- Identify the international good practices that could work as inspiration for further development in other regions.

- Identify the actors – based on findings in goal 1 – that will have the highest output by learning from international best practice.
- Jointly develop the best format for mutual learning based on the findings of goal 1 (this can be a conference, webinars, topical working groups etc.).
- Test the chosen format.

- Evaluate the results and, if successful, start all over again.

- Share the lessons learned in the network (goal 1).

4.3 Co-create a handbook on how to work with the public sector (how to apply for public tenders, etc.) to make it easier to collaborate and to develop solutions and public-private partnerships in the field of migrant entrepreneurship.

Actions to achieve this include:

- Gather the existing knowledge on how to sell services or establish partnerships with the public sector and share it.

- Decide, based on the results of mapping (goal 1), which public sector players should be involved in co-creating the handbook.

- Analyze what special provisions exist for tenders and sales to the public sector.

- Describe the different models that exist for supplier diversity or innovative procurement in the public sector.

4.4 Create special purpose vehicles, either as an LLCs (SPV) or as a Decentralized Autonomous organization (DAO) [11] to share "ownership of project" and be eligible for EU funding.

Actions to achieve this include:

- Involve accounting and legal partners to assess feasibility and best available tools.

- Choose the best way to go forward with setting up the SPVs.

- Test the SPV model in pilot collaborations

- Share the results of the test in the network.

- Decide what organization should be the holder of the SPVs.

- Inform about the benefits in using SPV's to collaborate on bigger projects.
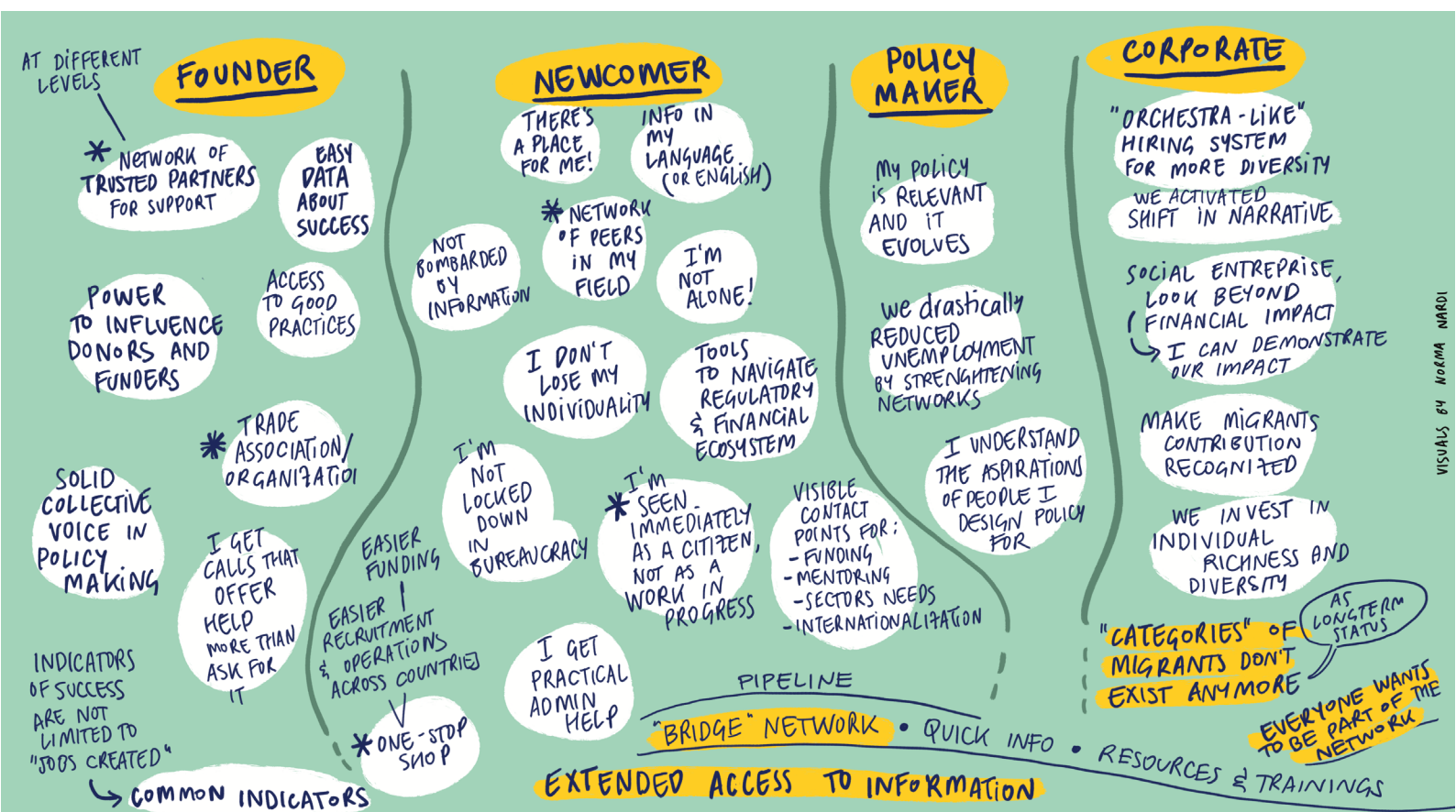
WHAT'S NEXT: IMPLEMENTING AND INFLUENCING TOGETHER

These recommendations constitute the starting point to build an ecosystem that is connected, inclusive, accessible, and supportive of migrants. This migrant workforce and entrepreneurial ecosystem needs **to be created for and with migrants in leadership as the active agents of their own professional growth.**

For this to succeed, all the stakeholders to whom these recommendations are addressed – **policymakers, businesses, academics, non-profit organizations, NGOs and migrants themselves – have to be involved in their implementation.** Indeed, as active members in these different sectors, the accelerator participants have committed to develop them further and realize their full potential.

In addition to these recommendations, other practical solutions emerged during the discussions on how to give more visibility to migrant entrepreneurs, such as creating a network-of-networks entity that can advocate on a European level for what is needed in the sector. The second phase of the accelerator will assess and look for pilot funding to test a prototype for these kinds of collaborative projects.

Thanks to these collaborative solutions we expect migrants to gain access to new resources, spaces and tools to carry out dignified, empowered lives as changemakers. Ultimately, shifting mindsets to enable their participation and contribution to society is the only way to recognize their new powerful leadership.

ANNEX

Contributors

Farhad Ataee, *SINGA Paris Incubator Manager. He is currently managing SINGA's incubator program in Paris where he supports newcomers as well as local entrepreneurs to launch their business (particularly those with a social impact). He has previously worked with social enterprises and international organizations such as the OECD, the World Bank and the Afghan and French governments. He holds a masters degree in Global Politics from the European School of Political and Social Sciences.*

Walid Barsali, *Founder/CEO of BS Group sp. z o.o. (BallSquad). Walid holds a BA in Finance and a MBA in Marketing communication. Coming from the sport's world, he perfectly understands what social bonds and well-being can bring an active life. His vision to digitize public administrations' facilities to connect them with citizens came from identifying the market needs of public sports venues in Central Eastern Europe. He has spent the last 10 years in the CEE region holding different management positions in finance, business intelligence and commercial development before launching BallSquad on the Polish market in 2018.*

Nuha Boga, *Program Director, Embark Project @ GDN & Mikado Sustainable Development Consulting. She is currently leading the Embark Project in partnership with the private sector in Türkiye and Europe. At Embark Project, they are connecting newcomer youth with business leaders through reverse mentoring and offer innovative talent inclusion programs with private sector partners. Previously, Nuha has worked and led programs in international organizations for economic and social inclusion of migrant and refugee youth, women and in the field of access to education for refugees.*

Hristina Bojkova, *versatile Learning & Innovation professional, who thrives when creating meaningful growth opportunities for people. She combines deep expertise in designing learning experiences, developing leaders and building teams, with a relentlessly curious mind and a passion for human-centered design. In her current role as Social Innovation Manager with Steelcase, Hristina launched the Better Futures Lab as a platform for learning and peer exchange for the Steelcase non-profit partner community, acted as a co-creator to an "Equity in Education" Fellowship and co-led a career exposure program for junior students in partnership with the local community in the US as a blueprint for using business as a force for good to enable access to opportunity for all.*

Dr. Alexandra David, *senior researcher at the Institute for Work and Technology, Westphalian University and lecturer at the Ruhr-University Bochum. She coordinates the research area on Migration, Innovation & Entrepreneurship with a strong focus on migrant entrepreneurship. She is founding and board member of "Business Dialogue NRW - Competence Centre for Multicultural and Migrant Entrepreneurship".*

Dr. Maria Elo, *associate professor, University of Southern Denmark, Denmark, professor, Belt and Road Institute of International Business at Shanghai University, China, adjunct professor, Åbo Akademi University, Finland, senior research fellow, University of Turku, Finland. Maria works on international business, -entrepreneurship and -migration with topics such as internationalization, mobility, resources of skilled migrants and returnees, migrant and diaspora entrepreneurship, transnational and family businesses, diaspora networks, diaspora investment and remittances. She has published books and articles, for example, in Journal of World Business, Journal of International Business Policy, Industrial Marketing Management, Regional Studies, Journal of International Entrepreneurship and International Journal of Entrepreneurship and Small Business. She is a founding member of TALENTS4AA and founder of Diaspora Networks in International Business-research platform.*

Fatemeh Jailani, *Chief Operating Officer at SINGA Global, an organisation that aims to unleash the power of migration by bringing together locals and newcomers (people with migrant backgrounds) to collaboratively engage in social, professional and entrepreneurial projects. Before SINGA, the advocacy and public affairs specialist spent seven years at Mazars, where she worked with the group executive on key strategic projects, and then developed and led the European Affairs department. In 2020, she founded and launched Accidental European (AE), a media platform that aims to make European policy issues accessible to a wider audience. Born in the United States to Afghan refugee parents, she has personally experienced issues related to migration and inclusion.*

Ana Maria Alvarez Monge, *CEO & Co-Founder at Migrapreneur. She is the founder of the multiple award winner Migration Hub®, shaping her migration experience into human-centered solutions. She has been working on migrant entrepreneurship across Europe since 2017, which evolved into her new organization called Migrapreneur. She holds a B.A. Journalism and Communications and a M.A in Human Rights & Peace Education.*

Sandrine Ramboux, *Founder and General Manager at Carma danısmanlık ve ticaret limited sirketi. She is a forward thinking, result driven entrepreneur. With her investment banking background, she is incubating communities of vulnerable women (most of them migrants) to launch their business in a sustainable way both financially and mentally. She is Belgian, spent 15 years in Turkey and now lives in Vienna. She is also a member of the Global Diplomacy Lab and a BMW Responsible Leader.*

Nicolai Strøm-Olsen, *co-founder and CEO of Startup Migrants. Strøm-Olsen is also the founder of the publishing house Frekk Forlag, the arts business' Kunstforum and Kunstweekend. He has written the books Startup Europe - The Entrepreneurs transforming the continent (2016), Startup Israel - Argument Breeds innovation (2017) and Startup Migrants (2019).*

Stefano Rovelli, *Program and Social Innovation Manager at the Human Safety Net (THSN). Stefano supports the organizations working with THSN on economic and social inclusion of refugees and is tasked with finding new ways in which to leverage the resources of Generali Group to create positive social impact. Previously, he worked as consultant and partnerships manager for a leading social enterprise in Italy, and served as program manager for a private philanthropic foundation based in London. He helped co-fund the Milan chapter of the global Singa Network, creating one of the first business incubators for refugees in Italy.*

Dr. Judith Terstriep, *head of research department Innovation, Space & Culture at the Institute for Work and Technology, Westphalian University and lecturer at the Ruhr-University Bochum. Among others, her research area is social innovation and social entrepreneurship, including specific groups such as migrants, women, etc. She is founding and board member of the Business Dialogue NRW - Competence Centre for Multicultural and Migrant Entrepreneurship.*

Margaux Tharaux, *Policy Analyst in the Territorial Dialogues and Migration Unit of the OECD Centre for Entrepreneurship, SMEs, Regions and Cities. Her work mainly focuses on how to improve the integration of migrants and refugees by promoting coordination between local public and private actors and between different levels of government. She holds a double master's degree in public administration (MPA) from the London School of Economics and in economics and public policy from Sciences Po.*
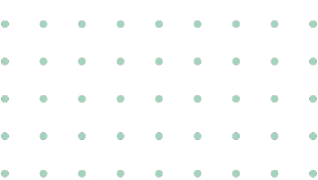
Alexander Wolffhardt, *Deputy Director of the Migration Policy Group, a European Think and Do-Tank based in Brussels. In the area of migrant entrepreneurship, he has led initiatives which brought together city regions to jointly improve their support eco-systems, learn from each other and advocate for policy change at national and European levels.*

Ashoka Team

Ibrahem Ahmad, *Project Manager at Hello Europe and co-leads Hey Europe (Young Changemakers program). Based in Germany, his work is focused on supporting migrant social entrepreneurs to tackle pressing social challenges. He himself is a social entrepreneur and founded a social enterprise in Jordan that focuses on mental health. He has previously worked on framing the social entrepreneurship ecosystem in Jordan.*

Shalini Arias, *Communications and Marketing Manager of Ashoka Spain and also for the Hello Europe Refugee Fund. Based in Spain. She has been working on initiatives on democracy, youth, gender and migrations and she specialized herself on creating new narratives and frames. With Hello Europe she aims to tackle the roots of the hegemonic narrative around people on the move and swift it into a more multifaceted narrative that shows the richness of the human process that is to migrate.*

Laura Batalla, *Hello Europe's Migration Policy Representative. Based in Brussels, she works to bridge the gap between social innovation and policy-making in the field of migration and integration. She is also the lead for Ashoka's Changemaker Europe initiative which aims to shape a new vision of democracy and civic participation where every person can actively contribute to positive social change.*

Kenny Clewett, *Director of Hello Europe and co-leads Hello World (Ashoka's Global Migration, Integration and Refugee Initiative). He also is the lead for Ashoka's Venture (Search and Selection) in Europe. Based in Spain, his work is especially focused on identifying and helping to scale innovative solutions underlying major social challenges, especially related to migration, diversity, equity and interconnected fields.*

Ella Goncarova, *Global Partnership Manager at Ashoka who mobilizes corporate partners and foundations around a shared mission to tackle social issues at their core, support proximate leaders and engage in collective actions in the fields related to migration, health, and equity in Europe, Central America and India. With Hello Europe, she aims to shift narratives on migration through collaborating with companies on inclusive policies.*

Piotr Marek Kolodziej, *for several years worked at Ashoka, led Hello Poland, and laid the foundation for the ecosystem accelerator approach in Europe. He aims to support change in humanitarian action through innovation, partnerships, localization, and system change. For the last twelve years, he has been supporting people with migration and refugee backgrounds in Europe and countries affected by humanitarian crises. Currently, at International Rescue Committee, Piotr coordinates partnerships with Civil Society Organisations to support people who moved to Poland from Ukraine.*

Giulia Sergi, *European Program Manager at Ashoka. She is an expert in Systems Change strategies and multi-stakeholder collaborations. Her work consists in supporting Ashoka Fellows to strengthen their strategies and scale their impact and in influencing the ecosystem around social innovators. She has been facilitating European collective initiatives on democracy, gender equity, migration, anti-corruption and health.*

Partner

zalando

Project enabled by:

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Nicholas Mazzei, *Head of Corporate Citizenship at Zalando. Nicholas delivers change and transformation through purposeful disruption to businesses that want to have a positive social and environmental impact through their people, products and propositions. He is a highly motivated and experienced corporate responsibility, citizenship and ESG leader, with proven expertise in delivering innovative social impact strategies which deliver to the UN SDGs.*

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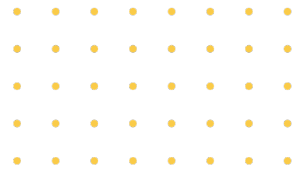
[1] At the same time, many migrants are unrecognized social entrepreneurs. Not necessarily for starting a social enterprise, but because often they build communities and care for them without much support from external support networks. We saw many examples of this during the Covid-19 pandemic, some of which were captured in our Covid-19 article series: https://static1.squarespace.com/static/5db01a61fb9da11b04b0cd1e/t/5eb28f16b3d3613fb9c340b6/1588760349600/Article+Series_Public.pdf (p.16-17)

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[11] An SPV is normally an LLC that is created to solve one problem -or execute one project – with several owners connected to it. A DAO is the same – just organized as a non-profit.