

# Diversity in the Economy and Local Integration

Evaluation Report by Niall Crowley

DELI WAS...

...A RESEARCH PROJECT

...A PROCESS ORIENTED PROJECT

...A PRODUCT ORIENTED PROJECT

# CORE GOAL

- Foster more efficient policies in support of migrant owned SMEs and migrant entrepreneurship.
- Engage and integrate the economic and social fields.
- Tradition of fragmentation. Challenge for economic stakeholders to adjust for diversity.

# INTEGRATING ECONOMIC AND SOCIAL

- Location in municipality economic department (Lisbon, Getxo, Cartagena, Lewisham, Munich).
- Internal structure to draw social and economic departments together (Reggio Emilia, Cartagena).
- Connectors link into different departments and with migrant entrepreneurs (Munich, Getxo).
- Shared meaning for key concepts agreed by economic and social departments (Cartagena).
- Use language of economic sector, but hold values, 'hidden entrepreneurs' (Rotterdam).
- Locate alongside other groups seeking adaptations.

# CORE STRATEGY

- DELI Strategy: The state as policy-maker, service provider, facilitator, economic actor.
- Most cities pursued the strategy as laid out.
- Challenge to find a way forward within different systems and situations.
- The state under pressure of cutbacks and reform, the state as hostile, the state lacking capacity; and the state changing its role to facilitator rather than provider.

# STRATEGY INNOVATIONS

- Build DELI around initiatives, external to the municipality, that carry a migrant entrepreneur agenda, and could impress this agenda on the municipality in the longer-term. State as facilitator, with drivers in social organisations and private sector organisations (Rotterdam).
- Develop an NGO driver outside of municipality, trusted by municipality and migrants (Bucharest).
- Build an informed demand on state supports from migrant entrepreneurs (Dublin).

# CORE TOOLS

- Internal Task Force; Local Platform; Socio-Economic Profile; Round Tables; Self Assessment; Quality Management Standards; Communication.
- The DELI grid of activities or the DELI principles of equality, economic integration, and the potential of migrant entrepreneurs.

# A MENU

- The round tables were seen as key for eight cities – central to new connections and new knowledge. ‘Talk with rather than talk to’ was seen to work best.
- Self-assessment was seen as unproductive in seven cities. Still, it provoked reflection in diverse bodies (Getxo, Reggio Emilia, Lisbon, Vienna); captured current situation (Munich, Lewisham); gave material for future plans (Vienna, Reggio Emilia) with meeting on Quality Management Standards possible (Munich, Rotterdam).

# DESIGN AND INNOVATION

- The socio-economic profile was not found to be useful by eight cities. It sparked: qualitative surveys of migrant entrepreneurs (Munich, Cartagena, Lewisham, Getxo); a participatory diagnostic workshop (Lisbon); a focus on new data available (Lewisham)
- Local platforms played a central role in two cities. In most cities they wound up as the round tables. An innovative model was a more fluid networking process formed through the round tables with the DELI staff role specifically identified as connector to make links to turn energy and conversations into action (Rotterdam)

# CORE TOOLS

- Communication was emphasised in four cities.
- Audiences: General public (value migrant entrepreneurs); Business (presence and impact of migrant entrepreneurs); Migrant entrepreneurs (supports available).
- Initiatives: A dedicated radio programme (Rotterdam). A video, poster and card campaign (Reggio Emilia). Month long broadcast media campaign of ad spots and interviews (Cartagena). Distribution of free cards (Vienna).

DELI IS.....

...A DOOR OPENER

# CHANGE - IMPACT

## Relationships and Engagement

- Energy, awareness, understanding, commitment, and mindset of stakeholders. Integration seen as both social and economic.
- Connections, relationships, cooperation, and links as a form multi-stakeholder networking or in a hub around the municipality. Engagement of new stakeholders.
- Migrant entrepreneurs placed on stakeholder agendas and supplier diversity placed on procurement agendas.

# CHANGE - IMPACT

## Stakeholders practice

- Operation of local platform and collective production of knowledge (Lisbon).
- Economic department developed know-how to pursue intercultural approach (Getxo).
- Improved municipality systems to respond to migrants: language lessons and information provision (Bucharest)
- Social clause in municipality contract (Cartagena).

## Migrant entrepreneur situation and experience

- Confidence in voice being heard and trust building with municipality.

DELI IS.....

...A SPOTLIGHT

# RELEVANCE

- A wide range of stakeholders involved.
- Some stakeholders difficult to involve –chambers of commerce (five cities), banks (four cities), private sector (two cities), departments in municipality (two cities), migrant entrepreneurs (one city).
- Time and effort taken to mobilise stakeholders.
- Importance of personal relationships and political leadership.

# ADDED VALUE

- Untapped potential of migrant entrepreneurial spirit. Enabling migrant economic contribution.
- A matter of professional responsibility.
- Integration placed on agendas of all stakeholders.
- Renew and reprioritise the focus on migrant entrepreneurs.
- Present migrants in a new light.
- Diversity advantage;
  - Quantify it, make it visible, establish how to pursue it effectively

# RELEVANCE - DIFFERENCE

- Difference as disadvantage: access to networks, finance, information, and procurement; understanding the bureaucracy. Similar problems that run deeper.
- Difference as culture: racism, prejudice and stereotypes; language; motivation to entrepreneurship; ways of engaging and doing.
- Difference as advantage: access to home country markets; innovation from diversity.

DELI IS.....

...A CATALYST

# EFFECTIVENESS – BUSINESS SUPPORTS

- Needed more focus. Many relevant stakeholders hold a one-size-fits-all perspective.
- Issues: access to information; more proactive and intense support; adjust for difference.
- Four internal workshops in body responsible for business supports after self-assessment (Getxo);
- Connectors make links with migrant communities and enable mainstreaming (Munich, Getxo).
- Workshops to support networking (Dublin, Getxo, Lisbon)

# EFFECTIVENESS – ACCESS TO FINANCE

- Banks were hard to involve.
- State bank (Munich); not for profit credit institution (Getxo, Rotterdam).
- Workshops on access to finance (Getxo, Lisbon).
- Tripartite cooperation of migrant entrepreneurs, bank and municipality developed (Getxo).
- Networking of migrant entrepreneurs around a local bank is being developed (Reggio Emilia)
- Engagement with private sector bank on micro-finance credit that addresses lack of banking history (Lisbon)

# EFFECTIVENESS - PROCUREMENT

- Concern at over-emphasis. On the agenda. Diverse approaches. Particular group to focus on.
- Workshops and briefings for migrant entrepreneurs on the procurement process (Munich, Reggio Emilia, Bucharest, Vienna).
- Migrant entrepreneur advising on procurement process on commercial basis (Munich).
- Leverage on large companies used to access supply chain. Workshops with buyers (Lewisham).
- Social clause in municipality contract (Cartagena).

# EFFECTIVENESS

- Enablers
  - Strong and well connected DELI staff.
  - The status and prestige of a European project.  
European projects can stretch the local politics.
  - Relationships with other cities.
  - Political support.
  - Leadership of municipality, in particular, from economic departments
  - Contributions of project promoters.

# EFFECTIVENESS

- Barriers
  - Short time for project.
  - Economic crisis. Change in public sector structures. Cutbacks in public sector funds and staffing. Elections.
  - Lack of political support and political leverage.
  - Hearts and minds of procurement personnel still to be won.
  - Fear of backlash and process of naming and labelling.
  - Rigidity in the project implementation.
  - Lack of clarity of aims and purpose at start.

DELI IS.....

...A KICKSTARTER

# SUSTAINABILITY

## An Imperative

- A change of mindset has started and needs to be sustained (Reggio Emilia).
- The potential created must be sustained and realised through further action (Bucharest).
- If expectations raised are not fulfilled it would almost be better that DELI had not happened (Lisbon).

# CHALLENGING THE CITIES

- Structure could enable sustainability
  - The local platform could continue. Its membership and role could evolve (Lisbon, Cartagena).
  - Internal networks involving social and economic departments could continue (Reggio Emilia, Cartagena).

# CHALLENGING THE CITIES

- Policy could enable sustainability
  - Municipality integration agenda to hold DELI outcomes (Rotterdam).
  - Municipality business growth strategy and action plan includes DELI objectives (Lewisham).
  - Municipality could develop integration policy (Bucharest).
  - New city plan could hold DELI outcomes (Getxo, Vienna).

# CHALLENGING THE CITIES

- Carriers allow sustainability
  - Initiatives that can carry the migrant entrepreneur agenda including women in enterprise; local neighbourhood development; commercial mentoring supports (Rotterdam, Munich).
- New drivers for sustainability
  - Chamber of Commerce commissioned research on access to finance issues (Reggio Emilia).
  - Procurement department commitment (Lisbon).

# CHALLENGING EUROPE

- DELI 2 – The Sequel
  - Moving from process to product: networking, mentoring, start-up phase, target those stuck at the bottom rung.
  - Importance of local design input.
- European level policy
  - A backdrop for business supports akin to procurement policy. Potential of non-discrimination framework.
  - Making use of the Quality Management Standards.
- European and national level funding
  - Design a project out of DELI outcomes and seek funding.

DELI IS.....

...A SEED

# CROSS CUTTING ISSUES - GENDER

- Many women migrant entrepreneurs involved in activities but limited specific focus.
- There are particular needs of migrant women entrepreneurs. Need to know more.
- A focus for future initiative (Lisbon).
- Women's entrepreneurship as a carrier for this agenda (Rotterdam, Munich).

# CROSS CUTTING ISSUES - PARTICIPATION

- Migrant entrepreneurs as key interlocutors. Need to penetrate further into migrant communities. Choice of groups to focus: those with potential to grow or the small-scale and struggling.
- Migrant associations as participants and as channel to a wider migrant audience.
- DELI as migrant led. Participation and feedback into migrant entrepreneur events. (Rotterdam)
- Workshops to dialogue with migrant entrepreneurs (Reggio Emilia, Lisbon, Cartagena, Bucharest). Need to develop consultation tools.

DELI IS.....

...A PREMATURE BABY