



# Evaluation of the project “European Local Cooperation for Integration” (ELCI)

July 2012



**Enterprise**

## TABLE OF CONTENTS

<b>1</b>	<b>Introduction.....</b>	<b>4</b>
<b>2</b>	<b>Methodology .....</b>	<b>5</b>
2.1	Overarching approach: theory-based evaluation .....	5
2.2	Overview of evaluation methods .....	6
2.3	Evaluation tasks .....	7
<b>3</b>	<b>Evaluation of activity “B) Organization of national capacity building trainings for migrant organisations, and of opportunities to meet with local authorities” .....</b>	<b>13</b>
3.1	Italy country report .....	13
3.2	France country report .....	21
3.3	Spain country report .....	28
3.4	Czech Republic country report .....	34
3.5	Poland country report .....	38
3.6	Germany country report.....	43
3.7	Cross country comparison.....	48
<b>4</b>	<b>Evaluation of activity “C) Organization of one training for local authorities from EU countries on integration and civic participation of migrant organisations” .....</b>	<b>52</b>
4.1	Assessment of data collections .....	52
4.2	Relevance.....	53
4.3	Effectiveness .....	55
4.4	Efficiency .....	56
4.5	Outcome .....	56
4.6	Impact.....	57
4.7	Sustainability.....	57
4.8	Conclusion .....	57
<b>5</b>	<b>Evaluation of activity “D) Production of one DVD on “Good practices on cooperation” .....</b>	<b>58</b>
5.1	Assessment of data collections .....	58

5.2	Background information.....	58
5.3	Assessment across the six criteria .....	60
5.4	Overall assessment .....	61
<b>6</b>	<b>Summary of findings and recommendations .....</b>	<b>62</b>
<b>7</b>	<b>Annex .....</b>	<b>67</b>
7.1	Annex I: List of interviews .....	67
7.2	Annex II: Interview guide .....	68
7.3	Annex III: List of documents consulted.....	80

## PREFACE

This report has been prepared by LSE Enterprise. The study team was led by Dr Simona Milio who authored this report.

The research team included Mr Niccolo Durazzi, Ms Elisa Narminio and Ms Laura Todaro, who were responsible for the seven country case study. Mr Durazzi conducted the case of Italy, Poland and the Czech Republic; Ms Narminio was in charge of France and Germany; Ms Todaro completed the Spanish case report. The team also drew on the expertise of the LSE Enterprise marketing and communication manager, Rehanna Neky, and the valuable support of Bregtje Kamphuis (Project Officer) for research assistance and for the evaluation of activity D.

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## 1 Introduction

The ELCI project aims to shape the strategies for integration developed by migrant organisations and by host local official institutions. ELCI, which was due to end in May 2012, has been running for the last 18 months under the coordination of IOM France. The project has been articulated along four pillars (see document “IOM France ELCI Project – EIF 2009”), briefly summarised below:

- 1) Raising awareness: “to promote better awareness among local authorities regarding the valuable role migrant organisations should play in the process of integration”;
- 2) Empowering migrant organisations: “to strengthen the role of migrant organisations in the process of local governance on integration”;
- 3) Capacity building: to share integration practices from across the EU through training and meetings;
- 4) Dissemination: production of a video “presenting processes of local governance on integration”.

The overall purpose of the project was “to reinforce the two-way process of integration by shaping the strategies for integration developed by third country nationals and host societies”. Three objectives in particular were set:

- 1) Promoting knowledge and understanding of the valuable role that migrant organisations could play in the integration process.
- 2) Reinforcing the capacity of migrant organisations to contribute positively in integration processes;
- 3) Enhance the dialogue and exchange of good practices between European authorities responsible for integration measures, notably taking place at local level.

The project involved IOM France, which undertook the overall management of the project; IOM offices from the participating countries (Spain, Italy, Poland, Czech Republic, Hungary, Germany, Belgium); various national and local ministries and authorities; and several non-governmental organisations (NGOs).

The project was funded to the tune of EUR 616,794 – with 80% of the funding provided by the European Commission (EC) and the remaining 20% supplemented by other donors, namely the City of Marseille, Diputació de Barcelona, IOM Prague and Slovo 21.

## 2 Methodology

### 2.1 Overarching approach: theory-based evaluation

This final evaluation is part of the project activities and aims to assess the efficacy of the project in contributing to the integration of third-country nationals in EU countries.

The evaluation has assessed three specific project activities:

- B) Organization of national capacity building trainings for migrant organisations, and of opportunities to meet with local authorities;
- C) Organization of one training session for local authorities from EU countries on integration and civic participation of migrant organisations;
- D) Production of one DVD on “Good practices on cooperation”.

Given that the aim of ELCI projects is to shape the strategies for integration developed by migrant organisations and by host local official institutions, the overarching evaluation question is whether the model and concepts of integration adopted across the three project activities have been well-conceived. In order to do so, a theory-based approach to the evaluation has been chosen.

The essence of theory-based evaluation (TBE) is to start by identifying the rationale of the project interventions and then to assess whether the outputs from these interventions result in outcomes for society that are as intended.

The first stage requires information on what the logic of intervention was, understood as the reasoning about why intervention was needed and how it was expected to stimulate change. It entails going beyond what might have been written down in planning documents. Instead, the focus should be on elucidating the model of “promoting integration” through a more qualitative approach.

Second, the evaluation has to investigate empirically whether the project interventions achieved what was intended. Piecing together these elements of the approach, the test of whether policy is effective will be whether its outcomes have produced long lasting impacts which are economically and socially sustainable.

Several key concepts and criteria are central to this approach which reflects the ToR expectations, namely: relevance, effectiveness, efficiency, outcome, impact and sustainability. An agreed understanding on these criteria is needed in order to carry out a meaningful work. We therefore provide below a definition of these six criteria. Where possible, we refer to the Evalsed glossary<sup>1</sup> developed by DG Regional Policy of the EC; where a definition is not available on Evalsed, we use definitions based on a review of the evaluation manuals and documentation available for the EU resource centre and developed by ourselves over the course of other evaluation projects that we carried out in the recent past or that we are currently implementing. Also, for each criterion we suggest some possible benchmark.

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<sup>1</sup> [http://ec.europa.eu/regional\\_policy/sources/docgener/evaluation/evalsed/glossary/index\\_en.htm](http://ec.europa.eu/regional_policy/sources/docgener/evaluation/evalsed/glossary/index_en.htm)

Key criteria	Definition	Benchmark
<b>1. Relevance</b>	It is interpreted as the “appropriateness of the explicit objectives of an intervention, with regard to the socio-economic problems the intervention is meant to solve. [...]”	The benchmark is whether the design of each project activity (strategic goals, objectives, priorities, expenditure allocation) can be considered as relevant to the needs of beneficiaries (migrant organisations, local government, others if necessary).
<b>2. Effectiveness</b>	It is defined as the extent to which the project achieved its goals	The benchmark is whether, or to what extent, the intended results (as set out in the project documents) were achieved through the interventions of the project. We will assess the effectiveness of the intervention “by comparing what has been obtained with what had been planned”.
<b>3. Efficiency</b>	The most common definition identifies efficiency with obtaining a given output at the minimum cost or, equivalently, with maximizing output for a given level of resources	The benchmark is whether the output of the intervention has been maximised, given the level of resources.
<b>4. Outcome</b>	Reflects the direct changes expected in participants’ lives or community or organisational change to condition	The benchmark is whether, or to what extent, migrant organisation and local government have immediately benefited from the project activities. For example whether some immediate change in strategy for integration have been implemented as a results if the three project activities.
<b>5. Impact</b>	Refers to a consequence affecting direct beneficiaries following the end of their participation in an intervention	The benchmark is whether, or to what extent, impact on direct beneficiaries are positive or negative, expected or unexpected. The evaluator will consider that certain impacts (specific impacts) can be observed among direct beneficiaries after a few months and others only in the longer term.
<b>6. Sustainability</b>	It is the long-term maintenance of a project outcome and impact, in respect to environmental, economic and/or social dimensions	The benchmark is whether, or to what extent, the outcomes of the project can be sustained in the long term. If a change in strategy has occurred how luckily is this to be continued?

## 2.2 Overview of evaluation methods

The evaluation will primarily rely on qualitative methods, which entail the collection of primary data (through phone interviews) and secondary data (drawn from the review and content analysis of the relevant documentation).

### *Primary data collection*

Phone interviews have been conducted with a representative drawn from *at least* one organisation in each of the countries involved in the project (see Annex I).

The phone interviews have been carried out employing an interview guide developed in line with the main evaluation questions. In total three interview guides were developed (see Annex II).

Two interview guides were developed for assessing activity B, one targeting partners organisation and the second targeting participants of the training activities. Each interview guide contained respectively 34 and 38 questions divided under the six criteria of relevance, effectiveness, efficiency, outcome, impact and sustainability. Each interview lasted about an hour and in general a high level of cooperation was given from the interviewees.

One interview guide was developed for assessing activity C.

### *Secondary data collection*

Review and content analysis of the relevant documentation started from the project output *“Publication of a European study analyzing legislative and operational specificities in participating countries, as well as local contributions of migrant organisations involved in integration activities”* and include the research reports, training reports, training evaluation questionnaire and any other documentation produced throughout the project (Annex III). In particular, two tools have been used to review the documents and conduct a comprehensive and consistent content analysis:

- 1) A pre-defined content analysis card to ensure that all the documentation is analysed against the same criteria ensuring maximum consistency and a coherent evaluation of the contents;
- 2) A template to aggregate the results of the training evaluation questionnaires. The results of the evaluation questionnaires will be aggregated according to the headings of the questionnaire and by countries to assess cross-country and cross-heading variation.

## **2.3 Evaluation tasks**

The evaluation activities have been structured around five main tasks:

- 1) Comprehensive overview of documentation and direct contact with IOM France for the project team to familiarize themselves further with the project activities and set the relevant background to the evaluation;
- 2) Evaluation of activity “B) Organization of national capacity building trainings for migrant organisations, and of opportunities to meet with local authorities”;
- 3) Evaluation of activity “C) Organization of one training for local authorities from EU countries on integration and civic participation of migrant organisations”;
- 4) Evaluation of activity “D) Production of one DVD on “Good practices on cooperation”
- 5) Drawing the evaluation report

The following table serves the purpose of describing each task, the main related evaluation questions and output.



<b>Task 1</b>	<b>Comprehensive overview of documentation and direct contact with IOM France for the project team to familiarize themselves further with the project activities and set the relevant background to the evaluation</b>
<b>Description</b>	<p>This is the initial phase of the project. The evaluation team will receive all the relevant documentation from IOM and a preliminary overview of the documentation will be done. The purpose of this phase is for the evaluation team to further familiarize themselves with the project activities and background. Although essentially a stock-taking exercise, the team will frame this initial phase within the evaluation path of the project. Phone contact with the institution in charge of the project – IOM France – may be envisaged to ensure that the project kick starts with full mutual understanding between contractor and contracting authority. This phase will also give the opportunity to fine tune and firm up the methodology, by agreeing with IOM the interview guides and finalising the content analysis cards.</p>
<b>Informed by ToR evaluation questions</b>	<ul style="list-style-type: none"> <li>• Is the overall project design appropriate for participating in the advancement of the integration of third-country nationals in EU Member States?</li> <li>• Are project activities planned and implemented so as to contribute to empower (third country) migrant organisations to address issues of integration?</li> </ul>
<b>Output</b>	<ul style="list-style-type: none"> <li>• Evaluation team fully familiar with project activities and background</li> <li>• Methodology fine tuned and firmed up with interview guidelines and relative content analysis cards ready to fruition</li> <li>• Preliminary overview of literature carried out</li> </ul>
<b>Task 2</b>	<b>Evaluation of activity “B) Organization of national capacity building trainings for migrant organisations, and of opportunities to meet with local authorities”</b>
<b>Description</b>	<p>In this phase, the actual evaluation will begin. The evaluation team will assess the <b>relevance, effectiveness, efficiency, outcome, impact and sustainability</b> of activity “B) Organization of national capacity building trainings for migrant organisations, and of opportunities to meet with local authorities”. Three main tasks will be implemented throughout this step:</p> <ol style="list-style-type: none"> <li>1) Analysis of the training reports</li> <li>2) Analysis of the training evaluation questionnaires</li> <li>3) Phone interviews with at least one representative from each of the seven countries participating in the project</li> </ol>
<b>Informed by ToR evaluation questions</b>	<ul style="list-style-type: none"> <li>• Has a satisfactory standard of quality been achieved across all training activities? And do the contents of the training successfully serve the objectives?</li> <li>• Are the specific methods applied for conducting the trainings in the different ELCI partner countries appropriate in terms of capacity building and constructive knowledge sharing among participants on integration-related issues?</li> <li>• Have the specific integration related topics and issues identified by the ELCI research component been properly integrated in the training?</li> <li>• Does the project succeed in applying gender-related approaches in the implementation, e.g. reaching/attracting the primary target group, i.e. women migrant organisations?</li> <li>• Is the diversity of the target population properly reflected in the selection of beneficiaries of the training?</li> <li>• To what extent are outcomes of the training sustainable, i.e. how/where are the dialogue likely to continue beyond the ELCI project and to further contribute to developing/intensifying cooperation between migrant organisations and local authorities?</li> </ul>
<b>Output</b>	<ul style="list-style-type: none"> <li>• Evaluation of activity “B) Organization of national capacity building training for migrant organisations, and of opportunities to meet with local authorities” structured along the different country involved and informed by six headings, reflecting the six evaluation criteria</li> </ul>

<b>Task 3</b>	<b>Evaluation of activity “C) Organization of one training for local authorities from EU countries on integration and civic participation of migrant organisations”</b>
<b>Description</b>	<p>In this phase, the second evaluation activity will be performed. The evaluation team will assess the <b>relevance, effectiveness, efficiency, outcome, impact</b> and <b>sustainability</b> of activity “C) Organization of one training for local authorities from EU countries on integration and civic participation of migrant organisations”. Three main tasks will be implemented throughout this step:</p> <ol style="list-style-type: none"> <li>1) Analysis of the training reports</li> <li>2) Analysis of the training evaluation questionnaires</li> <li>3) Phone interviews with at least one representative from each of the seven countries participating in the project</li> </ol>
<b>Informed by ToR evaluation questions</b>	<ul style="list-style-type: none"> <li>• Has a satisfactory standard of quality been achieved across all training activities? And do the contents of the training successfully serve the objectives?</li> <li>• Are the specific methods applied for conducting the training in the different ELCI partner countries appropriate in terms of capacity building and constructive knowledge sharing among participants on integration-related issues?</li> <li>• Have the specific integration related topics and issues identified by the ELCI research component been properly integrated in the training?</li> <li>• Does the project succeed in applying gender-related approaches in the implementation, e.g. reaching/attracting the primary target group, i.e. women migrant organisations?</li> <li>• Is the diversity of the target population properly reflected in the selection of beneficiaries of the training?</li> <li>• To what extent are outcomes of the training sustainable, i.e. how/where is the dialogue likely to continue beyond the ELCI project and how will it further contribute to developing/intensifying cooperation between migrant organisations and local authorities?</li> </ul>
<b>Output</b>	<ul style="list-style-type: none"> <li>• Evaluation of activity “C) Organization of one training for local authorities from EU countries on integration and civic participation of migrant organisations” structured along six headings, reflecting the six evaluation criteria</li> </ul>
<b>Task 4</b>	<b>Evaluation of activity “D) Production of one DVD on “Good practices on cooperation”</b>
<b>Description</b>	<p>Activity “D) Production of one DVD on “Good practices on cooperation” will be evaluated in the fourth step. The evaluation team will draw on the content analysis card for the relevant documentation and adapt that to the DVD to ensure that the DVD’s content is screened against comparable criteria as those used to the rest of the documentation. Content analysis of the DVD combined with phone interviews will lead the evaluation team to assess <b>relevance, effectiveness, efficiency, outcome, impact</b> and <b>sustainability</b> of this activity.</p>
<b>Informed by ToR evaluation questions</b>	<ul style="list-style-type: none"> <li>• Does the DVD have a satisfactory quality? And do the contents of the DVD successfully serve the objectives?</li> <li>• Have the specific integration related topics and issues identified by the ELCI research component been properly integrated in the production of the DVD?</li> <li>• Are the good practices on cooperation feasible?</li> </ul>
<b>Output</b>	<ul style="list-style-type: none"> <li>• Evaluation of activity “D) Production of one DVD on “Good practices on cooperation” structured along six headings, reflecting the six evaluation criteria</li> </ul>

<b>Task 5 Drawing up of evaluation report</b>	
<b>Description</b>	<p>The final step of the evaluation will have a twofold objective:</p> <ol style="list-style-type: none"> <li>1) The evaluation team will produce a synthesis of the evaluations of the separate activities carried out earlier</li> <li>2) The evaluation team will address the overarching evaluation questions that will allow for an overall evaluation of the intervention</li> </ol> <p>The methodology employed in this phase will be mainly desk-based research drawing from the findings of the preceding activities. However, additional contacts with IOM France or selected stakeholders may be necessary, in particular with respect to the overarching evaluation questions that will be answered in this phase.</p>
<b>Informed by ToR evaluation questions</b>	<ul style="list-style-type: none"> <li>• To what extent does the dialogue between official institutions and migrant organisations on integration-related issues take place during the project?</li> <li>• Has the project been implemented efficiently, i.e. have resources been spent reasonably and with a view to maximizing the quality and effect of project activities? Would alternative approaches have provided for better efficiency (if so, which?)?</li> <li>• Are project activities likely to have a mid or long-term impact on the migrant organisations in the participating countries?</li> </ul>
<b>Output</b>	<ul style="list-style-type: none"> <li>• An evaluation report consisting of 5 main sections: (i) Introduction and background; (ii) Evaluation of activity "B) Organization of national capacity building training for migrant organisations, and of opportunities to meet with local authorities"; (iii) Evaluation of activity "C) Organization of one training for local authorities from EU countries on integration and civic participation of migrant organisations"; (iv) Evaluation of activity "D) Production of one DVD on "Good practices on cooperation"; (v) Overall evaluation and concluding recommendations. Sections (ii) to (v) will be structured according to the criteria of relevance, effectiveness, efficiency, outcome, impact and sustainability to ensure consistency within the report and across activities, and clarity of analysis and recommendations</li> </ul>

The table below provides a synoptic view of the evaluation questions indicated in the ToR, how they have been addressed in terms of methodology and which evaluation tasks they have fed into. It is important to notice that these evaluation questions are indicative of a more comprehensive set of sub-questions which have been used by the contractor in line with the Evalsed guide 2008 (see Annex II).

<b>ToR Evaluation Questions</b>	<b>Evaluation Method</b>	<b>Evaluation tasks</b>
Is the overall project design appropriate for participating in the advancement of the integration of third-country nationals in EU Member States?	<ul style="list-style-type: none"> <li>• Review of project outputs and relevant documentation</li> </ul>	<ul style="list-style-type: none"> <li>• Comprehensive overview of documentation and direct contact with IOM France for the project team to familiarize themselves further with the project activities and set the relevant background to the evaluation</li> </ul>
Are project activities planned and implemented so as to contribute to empower (third country) migrant organisations to address issues of integration?	<ul style="list-style-type: none"> <li>• Review of project outputs and relevant documentation</li> </ul>	<ul style="list-style-type: none"> <li>• Comprehensive overview of documentation and direct contact with IOM France for the project team to familiarise themselves further with the project activities and set the relevant background to the evaluation"</li> </ul>

Is the quality of the training and DVD production activities guaranteed, the content relevant to the objective?	<ul style="list-style-type: none"> <li>• Analysis of the training reports</li> <li>• Analysis of the training evaluation questionnaires</li> <li>• Content analysis of DVD</li> <li>• Phone interviews with at least one representative from each of the seven countries participating in the project</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation of activity "B) Organization of national capacity building training for migrant organisations, and of opportunities to meet with local authorities"</li> <li>• Evaluation of activity "C) Organization of one training for local authorities from EU countries on integration and civic participation of migrant organisations"</li> <li>• Evaluation of activity "D) Production of one DVD on "Good practices on cooperation"</li> </ul>
Are the specific methods applied for conducting the training in the different ELCI partner countries appropriate in terms of capacity building and constructive knowledge sharing among participants on integration-related issues?	<ul style="list-style-type: none"> <li>• Analysis of the training reports</li> <li>• Analysis of the training evaluation questionnaires</li> <li>• Phone interviews with at least one representative from each of the seven countries participating in the project</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation of activity "B) Organization of national capacity building training for migrant organisations, and of opportunities to meet with local authorities"</li> <li>• Evaluation of activity "C) Organization of one training for local authorities from EU countries on integration and civic participation of migrant organisations"</li> </ul>
Have the specific integration related topics and issues identified by the ELCI research component been properly integrated in the training and in the production of the DVD?	<ul style="list-style-type: none"> <li>• Analysis of the training reports</li> <li>• Analysis of the training evaluation questionnaires</li> <li>• Content analysis of DVD</li> <li>• Phone interviews with at least one representative from each of the seven countries participating in the project</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation of activity "B) Organization of national capacity building training for migrant organisations, and of opportunities to meet with local authorities"</li> <li>• Evaluation of activity "C) Organization of one training for local authorities from EU countries on integration and civic participation of migrant organisations"</li> <li>• Evaluation of activity "D) Production of one DVD on "Good practices on cooperation"</li> </ul>
To what extent does the dialogue between official institutions and migrant organisations on integration-related issues take place during the project?	<ul style="list-style-type: none"> <li>• Analysis and synthesis of evaluation of separate activities</li> <li>• Phone interviews with IOM France and other key stakeholders, TBC</li> </ul>	<ul style="list-style-type: none"> <li>• Drawing up of evaluation report</li> </ul>
Does the project succeed in applying gender-related approaches in the implementation, e.g. reaching/attracting the primary target group, i.e. women migrant organisations?	<ul style="list-style-type: none"> <li>• Analysis of the training reports</li> <li>• Analysis of the training evaluation questionnaires</li> <li>• Phone interviews with at least one representative from each of the seven countries participating in the project</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation of activity "B) Organization of national capacity building training for migrant organisations, and of opportunities to meet with local authorities"</li> <li>• Evaluation of activity "C) Organization of one training session for local authorities"</li> </ul>

		from EU countries on integration and civic participation of migrant organisations”
Is the diversity of the target population properly reflected in the selection of beneficiaries of the training?	<ul style="list-style-type: none"> <li>• Analysis of the training reports</li> <li>• Analysis of the training evaluation questionnaires</li> <li>• Phone interviews with at least one representative from each of the seven countries participating in the project</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation of activity “B) Organization of national capacity building training for migrant organisations, and of opportunities to meet with local authorities”</li> <li>• Evaluation of activity “C) Organization of one training session for local authorities from EU countries on integration and civic participation of migrant organisations”</li> </ul>
Has the project been implemented efficiently, i.e. have resources been spent reasonably and with a view to maximizing the quality and effect of project activities? Would alternate approaches have provided for better efficiency (if so, which?)?	<ul style="list-style-type: none"> <li>• Analysis and synthesis of evaluation of separate activities</li> <li>• Phone interviews with IOM France and other key stakeholders, TBC</li> </ul>	<ul style="list-style-type: none"> <li>• Drawing up of evaluation report</li> </ul>
To what extent are outcomes of the training sustainable, i.e. how/where are the dialogue likely to continue beyond the ELCI project and to further contribute to developing/intensifying cooperation between migrant organisations and local authorities?	<ul style="list-style-type: none"> <li>• Analysis of the training reports</li> <li>• Analysis of the training evaluation questionnaires</li> <li>• Phone interviews with at least one representative from each of the seven countries participating in the project</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation of activity “B) Organization of national capacity building training for migrant organisations, and of opportunities to meet with local authorities”</li> <li>• Evaluation of activity “C) Organization of one training for local authorities from EU countries on integration and civic participation of migrant organisations”</li> </ul>
Are project activities likely to have a mid or long-term impact on the migrant organisations in the participating countries?	<ul style="list-style-type: none"> <li>• Analysis and synthesis of evaluation of separate activities</li> <li>• Phone interviews with IOM France and other key stakeholders, TBC</li> </ul>	<ul style="list-style-type: none"> <li>• Drawing up of evaluation report</li> </ul>

### **3 Evaluation of activity “B) Organization of national capacity building training for migrant organisations, and of opportunities to meet with local authorities”**

The final purpose of this activity was to reinforce the capacity of migrant organisations to contribute positively in integration processes. Seven countries were involved in the training activities – Italy, Poland, Spain, Germany, France, Czech Republic and Hungary. Each country has organised its own training. The section below presents an analysis of the seven countries structured around four main headings: Assessment of data collections - some countries have less information available than others and this has had an impact on the robustness of the analysis; Background information; Assessment across the six criteria requested in the ToR – i.e. Relevance, Effectiveness, Efficiency, Outcome, Impact, Sustainability; Overall assessment of the training.

Based on availability of data, the case study reports can be grouped as follow:

1. Those where both primary and secondary information have been collected – Italy, France and Spain;
2. Those where mainly primary information were available –Czech Republic, Poland and Germany.

The evaluator was not able to assess the Hungarian case given that both primary and secondary sources were deficient. Indeed, only one person was able to give an interview and the training material was sent on 16<sup>th</sup> July 2012 in Hungarian, a language not covered by the evaluation team.

#### **3.1 Italy country report**

##### *Assessment of data collections*

The training carried out in Italy was developed along three main lines: (i) it provided an overview of the results of research components of ELCI; (ii) it provided the background and key-features of associations working in the field of migration; and (iii) it proposed a session in smaller working groups aiming to define the expectations and the commitments that migrants’ associations have and are willing to take towards local authorities.

This report draws from the following sources:

- 1) Primary sources:
  - a. Telephone interview with Ms Lindsay Willoughby (founding partner of the NGO “Sunugal” that was partner of the IOM for the implementation of activity B in Italy)
  - b. We were not able to reach many participants, so we relied on the available secondary sources
- 2) Secondary sources:
  - a. Final evaluation of the training programme compiled by the participants
  - b. Power point presentation of the lecture

- c. National questionnaire on National and Local Integration Policy, and Migrant Organisations
- d. Country report on local authorities
- e. Country report on migrant organisations

Whilst a broad and comprehensive amount of secondary sources were accessed and used to support the analysis, establishing contact with primary sources was more problematic. In particular, the tight timeframe for the evaluation, combined with the upcoming summer holiday season and existing commitments of potential interviewees, has only allowed for one telephone interview. Other interviews that were considered important by the evaluator, namely with IOM Italy representatives and participants in the training activities, could not be carried out for the reasons outlined above. This prevented the evaluator from contrasting and comparing different opinions.

### *Background information*

Italy has large migrant communities from Romania (21% of migrants), Albania (11%) and Morocco (10.2%), while it also accommodates smaller communities from countries including China (4.4%), Ukraine (4.1%), Philippines (2.9%), India (2.5%) and Poland (2.5%). Italy has a congenial attitude to migration, built on an 'open doors policy' which has defined its approach since the 1970s. The first legal measure established at a national level was the Martelli Law<sup>2</sup>, which regulated political asylum, entry and residence of third country nationals and stateless individuals. Italian law defines a migrant as 'any foreign person at the border or in the territory of the state'<sup>3</sup>, where foreign refers to non-EU citizens or stateless individuals. Italy's immigration policy actively aims to promote the integration of migrants<sup>4</sup>, which it predicates on their inclusion into already existing social structures. The current delegation of competences sees the Ministero dell'Interno manage general issues of immigration and inclusion, while the Ministero del Lavoro e delle Politiche Sociali manages issues of labour migration. A Committee on Immigration Policies has also been established to report on and propose changes for the implementation of policies on the integration of immigrants. The Italian State is the dominant authority in legislation on matters of immigration and inclusion<sup>5</sup>, but shares its competences in implementing these measures with regional, provincial and municipal authorities. Attempts at decentralization of these competences are found in law 40 of 1998, and consequently the 'Testo Unico sull'Immigrazione'; this document defines the role of certain institutions in the areas in which the State is not exclusively competent. Through l.40/1998, regional and other local authorities can direct integration activities, monitor realized projects and promote cooperation with local associations. The role of local and regional authorities is developing to where they can have a consultative role on migration policies and have a more active role in assisting and implementing these policies. The Italian State has introduced tools to aid these authorities in actualizing these roles, though the use of these tools has been limited, potentially due to a lack of awareness.

Activity B took place in Lombardy – the largest regional recipient of migrants in Italy, with migrants predominantly coming from three countries, namely Romania, Morocco and Albania (each of them counting approximately 100,000 individuals). Other nationalities of a considerable extent are Egypt, Philippines, India, China, Ecuador, Peru and Ukraine (all

<sup>2</sup> D.lgs. 1.39/1990

<sup>3</sup> T.U. immigrazione, d.lgs. 286/1998

<sup>4</sup> Title V of d.lgs. 286/1998, Regulations on health and education, housing, participation in public life and social integration. Section 4, Title V refers specifically to regulations on social inclusion.

<sup>5</sup> Article 117 and 118 of the Italian Constitution



counting between 40,000 and 80,000) (Country Report on Local Authorities:1). At the local level, there are several actors involved in the policy-making cycle with respect to migration and integration. At an institutional level, the regional Government, provinces and municipalities are all involved in the implementation, coordination and development of migration and integration policies, while additional public bodies include the Local Agencies for Health and the Territorial Boards for Immigration. The former receive funds from the regional Government to run projects supporting integration at the local level, while the latter is composed of national, regional and local administrations and acts as a forum for communication and knowledge exchange of migration and integration issues and to assess migrant needs and promote integration. Beyond these public bodies, the Country Report on Local Authorities highlights the importance of the ISMU Foundation, “an autonomous and independent organisation promoting studies, research and projects on multi-ethnic and multi-cultural society” (Country Report on Local Authorities:5). Yet, despite a plethora of bodies dealing with migration issues to differing degrees, there is no body or layer of the local administration that is specifically given the responsibility to focus exclusively on migration and integration policies.

The representatives of the local authorities that were interviewed during the research component of the project agreed on the salient role that migrant associations can play in the process of integration, yet they also highlighted that these associations occasionally have a “demanding attitude and lack of many important skills which make difficult a stable collaboration and consultation as regard integration policies” (Country Report on Local Authorities:11). On their end, migrant associations recognise that the overall context within which interaction with local authorities takes place is improving. Nevertheless, migrant associations claim that their cooperation with local authorities is often limited to one-off initiatives and they would prefer the relationship “to be more consistent and on a long term basis [...]” (Country report on migrant organisations:12). The research on migrant associations also highlighted that cooperation with local authorities is usually perceived as easier in small municipalities than in large ones.

#### *Assessment across the six criteria*

##### **Relevance**

The training programme was generally regarded as relevant by the participants as shown by the evaluation questionnaires that the participants filled in at the end of the training. When asked to assess the “relevance of the training programme as regards their daily work” on a scale from 5 (=excellent) to 1 (=poor), seven participants rated the training programme with a 5, two of them with a 4, and two of them with a 3.

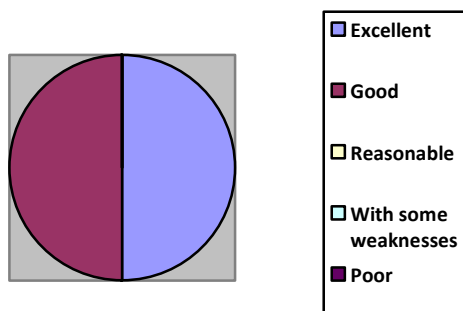


### Relevance of the workshop as regards your daily work



The organisers therefore succeeded in proposing a training that is relevant to the daily activities of the participants. This was not achieved through an actual needs assessment, neither at the individual nor at the institutional level (interview with Lindsay Willoughby). A direct needs assessment was not mentioned as a requirement of the training programme, but it was rather done indirectly by selecting trainers that were already familiar with the participants and their organisations so that they could ensure that both training methods and contents were appropriate to the audience (interview with Lindsay Willoughby). Half of the participants thought that the “trainers’ performance” was excellent and the other half that it was good.

### Trainers' performance



The “workshop concept and methodology” was also generally positively regarded with five participants rating this item as “excellent”, two as “good” and three as “reasonable”.

### Workshop concept and methodology



With regards to the diversity of the target population, it should be noted that Sunugal is an association working only with Senegalese migrants (interview with Lindsay Willoughby). For the purpose of this training, however, Sunugal reached participants beyond their usual target

resulting in representatives from North Africa, Central Africa and South America attending the training. Whilst this denotes an effort made by the partner organisation to go beyond their usual target, it is also noted that large communities of migrants as identified by the research component of the project in Lombardy were not represented. These mostly include communities from the South-Eastern Europe (e.g. Albania, Romania) and former Soviet Union (e.g. Ukraine). Reaching out to a broader spectrum of migrants was hindered by the difficulty of establishing contacts with many of the organisations that were contacted, “[i]n all 53 migrant organisations were contacted and 22 questionnaires were completed” (Country report on migrant organisations:1). A second difficulty that emerged during the interview with a representative from Sunugal was that some of the participants were unable to attend the entire training day. This was considered a factor limiting the capacity building and constructive knowledge potential of the seminar as some of the participants could not attend the afternoon session, which was run in an interactive format by dividing participants in small working groups to debate their expectation and commitments towards local authorities.

## Effectiveness

The effectiveness of the training in the Italian case can only be partially assessed. The interview with Lindsay Willoughby expressed a concern throughout with the fact that only half of the activities foreseen have been implemented (i.e. the training seminar), whilst the other component (i.e. the field visits to the local authorities) had to be postponed because of the summer holiday approaching and has yet to take place. A particular concern has been expressed with the fact that the efforts placed in the organisation of the training seminar may be less effective if not followed up by the field visits, resulting in an overall loss of credibility of the project (interview with Lindsay Willoughby). In particular, a better involvement of migrant organisations in the policy making process with local institutions is deemed to be likely to happen only once the organisations have a direct contact with the institutions (interview with Lindsay Willoughby).

Turning to the alignment of the contents of the seminar with the objectives, topics and issues of the ELCI project (both of the activity B and the research component), it is noted that the training seminar has succeeded in incorporating the objectives of activity B<sup>6</sup> and to cover most of the ELCI research component issues and topics. Notable exceptions to this are: (i) the broader conceptual topics (e.g. definition of migrant, integration and migrant organisations) that were left out of the training seminar and (ii) gender related issues. With regards to the latter it has been made clear that a gender-based approach was not considered when selecting participants nor when designing the content of the training seminar.

It is noted that the participants rated the preparatory files and handouts considerably lower than the other items that they were asked to evaluate, with six people rating them with a 4,

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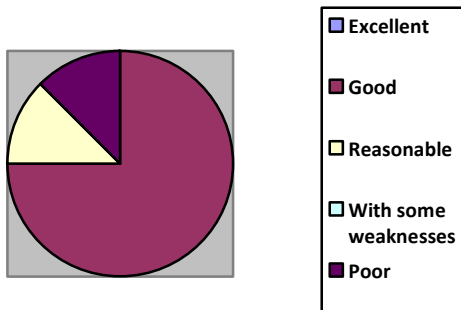
<sup>6</sup> The overall objective of the project is to reinforce the two-way process of integration by shaping the strategies for integration developed by third country nationals and host society.

The specific objective of Activity B is:

- a. Empowering migrant organizations and improving their role in the decision making process as it relates to migrant integration;
- b. Strengthening the role of migrant organizations in the process of local governance on integration to develop relevant and sustainable actions to improve the integration of third country nationals;
- c. Improving third- country nationals' knowledge on mechanism of integration in their respective country.

one of them with a 3 and one of them with a 1. Improved training materials may have contributed to more effective sessions.

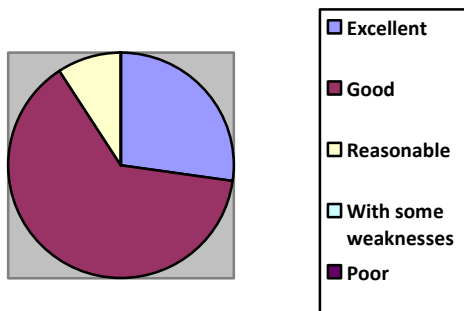
**Preparatory files and handouts**



## Efficiency

The evaluator was not able to access the budget for this particular activity, thus the cost-effectiveness of the training seminar is primarily assessed by relying on the partner organisation's comments and on the participants' evaluation of the organisational aspects of the training. Despite the fact that the training was delivered with very little resources (interview with Lindsay Willoughby), the participants provided generally positive feedback on the "workshop logistical organisation" and "accommodation" as shown by the pie charts below.

**Workshop logistical organisation**



**Accommodation**



It also emerges from the interview that the organiser considers it an incredibly valuable experience for the participants to invest one day of their regular activities in the training, if the training seminar will be followed up by the field visits (interview with Lindsay Willoughby).

It is finally suggested that a clearer mutual understanding between the partner organisation and IOM France with regards to some technical requirements for the organisation of the seminar (e.g. reimbursements, financial reporting, etc) would have made for better efficiency. In particular it has been pointed out how NGOs that do not usually work with EC funding may need a thorough introduction to the requirements implied by participating in this kind of initiative (interview with Lindsay Willoughby).

## **Outcome**

In terms of outcome, the evaluation questionnaires show that participants took part in the seminar with enthusiasm and they think that there will be an impact on their daily activities. Answers to the question “Do you think to change your way of working within your organisation? Why?” include: “Yes, I received new incentives”; “I think so because important elements emerged from the seminar”; “I understood many new things”; “I gained new relationships and new resources”. Unfortunately, the evaluator was not able to elaborate further on which “new incentives” or “important element” specifically the participants referred to, because of not being able to interview them.

Only two out of ten do not think that they will change their way of working. This general trend is confirmed by the representative of Sunugal who stresses the atmosphere of enthusiasm and shared energy within which the training was carried out, although to her knowledge no concrete actions have followed yet (interview with Lindsay Willoughby).

## **Impact**

Turning to the impact of the training seminar, it is stressed again that it may bring a very positive impact if the field visits are implemented, otherwise the impact may be negative because of a loss of credibility that this kind of activities may incur if they are not brought to an end (interview with Lindsay Willoughby). In particular, it is highlighted that direct contact with local authorities may have a positive impact and may help organisations to overcome the diffidence and scepticism towards local authorities as well as to improve – to some extent – the knowledge of third-country national on integration. The training seminar also provided an incentive to focus on best practices and try to replicate successful examples of integration (interview with Lindsay Willoughby).

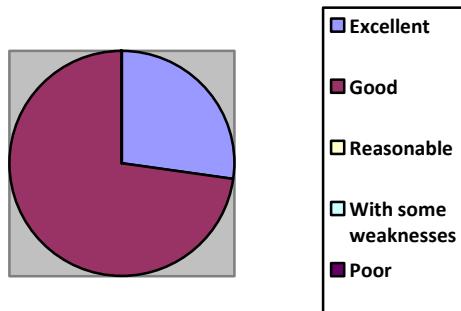
## **Sustainability**

At present there are no concrete examples to the best of the knowledge of the interviewee suggesting that sustainable actions have taken place following the training. Yet, the participants placed a strong emphasis on mutual dialogue and on sharing practices during the seminar which suggests that training may represent the starting point to set up sustainable practices among migrant organisations.

### Overall assessment

Overall, the training programme was successful. The participants thought that it was either good or excellent, as shown by the pie chart below.

**Overall assessment of the workshop**



The evaluation has nevertheless brought up a recurrent thread, that of the fear of the partner organisation to leave the activity incomplete, which may lead to jeopardise the efforts that have been made in the design and delivery of the training programme. In particular, as highlighted by the Country report on migrant organisations, there is a widespread sense that many projects involving migrant organisations do not lead to “genuine long lasting collaboration” (Country report on migrant organisations:8). It has been noted that the ELCI activity in Italy may fall within this category if the field visits do not take place (interview with Lindsay Willoughby). It strongly comes out of the interview that a change in the relationship between migrant organisations and local authorities as it has been identified prior to activity B during the research component may only occur if it is given to migrant organisations and local authorities the possibility to have direct contacts. Beyond this concern, however, both participants and organisers have a very positive opinion of the programme, with suggestions for improvement which include “to involve more associations and to divulgate more the results of the seminar” as well as “to have more meetings and more time” (Final evaluation of the training programme compiled by the participants). This is echoes by the partner organisation, which identifies as key to improving the seminar to possibility to have a fuller commitment from the participants and have the entire cohort attending the whole seminar.

The seminar is believed to set a direction for more general practices of integration to be followed. In particular, it has been noted how integration may largely benefit from more publicity of good practices and good news as well as to increase the contact points between migrant and host communities in a “neutral” domain and to approach the relationship from a bottom-up perspective (interview with Lindsay Willoughby).

## 3.2 France country report

### *Assessment of data collections*

Two training sessions were organised in France: one in Paris on 6 April 2012, and another in Marseille in 2012. It is interesting to note that the origins of the migrants in both areas differ quite a bit. In Marseille, immigrants are mainly from Maghreb, whereas in Paris the migrant population is more mixed, with many migrants coming from European and Sub-Saharan countries as well as from Maghreb. Both training followed the same format. The first part of the training was a participative lecture on the politics of integration and the institutional environment for grassroots associations. The second part of the training constituted of interactive workshops, during which participants exchanged best practices and information on project creation and funding.

This report draws from the following sources:

- 3) Primary sources:
  - a. Telephone interview with Ms Karima Ben Ahmed (Project Administrator of Forum Femmes Méditerranée, an IOM partner for the implementation of activity B in Marseille, France)
  - b. Telephone interview with Mr Lamine Traore (Project Manager of FORIM, an IOM partner for the implementation of activity B in Paris, France)
  - c. Training Evaluation Questionnaires
- 4) Secondary sources:
  - a. National questionnaire on National and Local Integration Policy, and Migrant Organisations
  - b. Country report on migrant organisations (FORIM - Paris)
  - c. Country report on migrant organisations (Forum Femmes Méditerranée - Marseille)
  - d. Training Programme in Paris (6 April 2012)
  - e. Training Programme in Marseille (16 April 2012)

A constraint to the evaluation of activity B in France is posed by the unavailability of some primary sources. Marie-José Bernardot (Ministère de l'Intérieur, Secrétariat Général à l'immigration et à l'intégration) was unavailable for interview, and none of the training participants were reachable. The tight timeframe for the evaluation, combined with the upcoming summer holiday season and existing commitments of potential interviewees has therefore only allowed for two telephone interviews with representatives of NGOs co-organising the activity with IOM France.

As a result, the evaluator had fewer primary sources than expected to contrast and compare different opinions.

### *Background information*

France is a country of longstanding immigration, with two major labour migration waves in the 1920s and 1960s. According to the French national office for statistics, the INSEE, 5.1 million immigrants were living in France in 2007, which accounted for 8.3% of the overall

population. 35% of migrants were European, 43% were African (30.6% of whom were from Maghreb) and 13% from Asia. The INSEE further notes that the ratio of immigrants in the total population is steadily increasing.

The Haut Conseil à l'Intégration (High Counsel on Integration), an institution created by decree in 1989, defines a migrant as a person having left its country of usual residence to live in another country. The word "migrant" refers to a person whose intention is ultimately to leave its host country. An immigrant in contrast designates a person was born in a foreign country and came to France with a view of residing there permanently. In France, official institutions tend to refer to immigrants rather than migrants, a concept which informs their integration policies. The French State tends to prefer integration over assimilation or insertion, and bases its legislations and policies on five pillars of integration: hospitality policies, compensation of inequalities, fight against discrimination, incentives to participate in public life, and access to full citizenship.

On the national level, Parliament draws up the laws on immigration and the Ministry for Home Affairs is primarily responsible for defining immigration policies. Integration has taken a particularly prominent role in laws of 2006 and 2007, and is now at the heart of French migration policies. The law of 24 July 2006 on immigration and integration creates a "Hospitality and Integration Contract" (CAI – Contrat d'accueil et d'intégration) which has become compulsory since 1<sup>st</sup> January 2007. The aim of the contract is to provide the immigrant with the necessary tools for integration in France and to result in the acquisition of a residence card or of the French nationality. To guide new laws and policies, the Haut Conseil à l'Intégration offers regular, well-documented reports on integration and holds an annual inter-ministerial committee on integration. The French Office for Integration and Immigration (OFII) is responsible for implementing the policies.

On the regional level, Prefects and Regional Presidents are in charge of implementing devolved policies framed by the regional programme for the integration of immigrant populations (PRIPI), created by a 2005 law on social cohesion. For migrant organisations, these local institutions are the key contact points in their daily activities, as they shape local policies and hold the funds attributed to immigration projects.

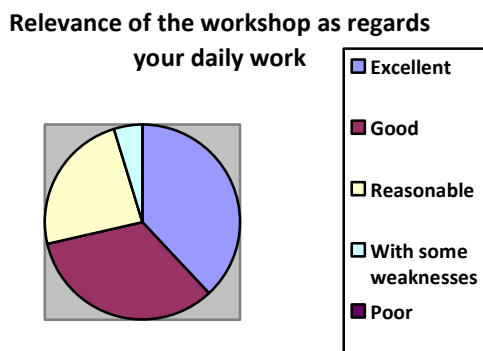
A key factor stressed by the country reports on migrant organisations is that they are well aware that local institutions are their key partners in building strong and sustainable integration policies and that almost all of them have sought out the support of these local institutions. However, although city halls, regions and other relevant bodies often offer technical and financial support, migrant organisations feel that they are suffering from a lack of true support and are not taken as serious contributors to the policy-creation process. They also stress that the changing political landscape creates frequent changes in procedure, and that their time is often spent filling out lengthy and changing administrative forms, when they could use this time more efficiently.

As such, the two training sessions were warmly welcomed as a chance to initiate a stronger and more durable dialogue between migrant organisations and local institutions.

## Assessment across the six criteria

### Relevance

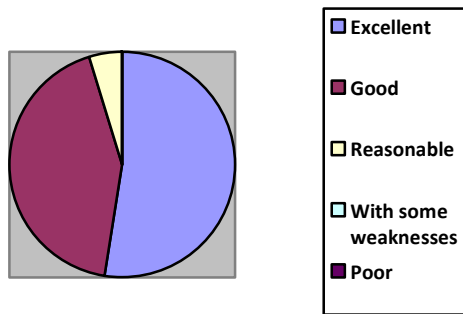
The training programme was generally regarded as relevant by the participants as shown by the evaluation questionnaires that the participants filled in at the end of the training. When asked to assess the “relevance of the training programme as regards their daily work” on a scale from 5 (=excellent) to 1 (=poor), eight participants rated the training programme with a 5, seven of them with a 4, five of them with a 3, and 1 of them with a 2. The interviewees stressed that the participants were very happy with the training content and concept, and appreciated the opportunity to gain valuable insight into legislative, financial and institutional procedures. They were also very enthusiastic about the opportunity of having a platform for exchanging their views and best practices among migrant organisations, as well as with local institutions in the case of FORIM.



The organisers therefore succeeded in proposing training that is relevant to the daily activities of the participants, even though the interviewees mentioned that the issues dealt with in the training weren't new to the participants but rather offered new tools, a deepened understanding and a platform for discussion. The interviews revealed that this was not achieved through an actual needs assessment, either at the individual or at the institutional level. A direct needs assessment was not mentioned nor by FORIM or of Forum Femmes Méditerranée (FFM). FORIM mentioned that initially the information was sent to 18 organisations which participated in a previous project, and was later broadened to approximately 700 organisations working in and around Paris on integration issues. FFM adopted a slightly different approach by selecting direct partners who worked mainly on gender and migrant integration. As such, the trainers were already familiar with the participants and their organisations so that they could ensure that both training methods and contents were appropriate to the audience. Over half of the participants (11) thought that the “trainers’ performance” was excellent and 9 rated it as good.



**Trainers' performance**



The “workshop concept and methodology” was also generally positively regarded with nine participants rating this item as “excellent”, eight as “good” and four as “reasonable”. Most participants particularly appreciated the interactive nature of the training, and stressed that it had offered them tools in areas they were less familiar with – such as fundraising, recruitment of volunteers etc. – and the confidence to be more proactive about identifying the right people to speak to in local institutions and approaching them. The interviewees said that the rigor of the methodology that the training offered the participants was very good in building their capacities and enhancing their knowledge.

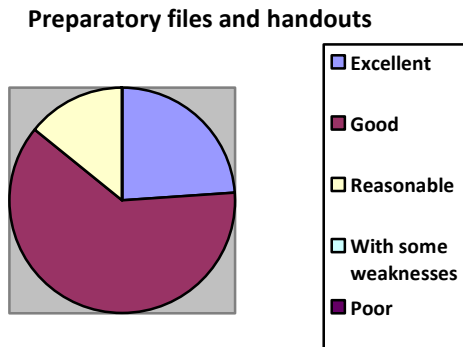
**Workshop concept and methodology**



With regards to the diversity of the target population, Marseille and Paris had representatives of most communities attend the training. FFM however mentioned that the participants were mainly from Maghreb and Gipsy communities, which are the most represented in the area. FORIM said that all communities were represented, but that there was no special emphasis placed on women’s organisations.

## Effectiveness

Migrant organisations already had an acute awareness of their role in the integration process, as this corresponds to their daily work. But the preparatory files and hand-outs were very much appreciated, and the opportunity to exchange views was seen as an excellent and necessary opportunity.



Overall, the interviewees estimated that it is too early at this stage to see whether the two goals of the training – i.e. (i) to build the capacity of the participants in project implementation from fund raising, to lobbying local institutions, to implementation, to hiring personnel; (ii) to share experiences and best practice - were achieved.

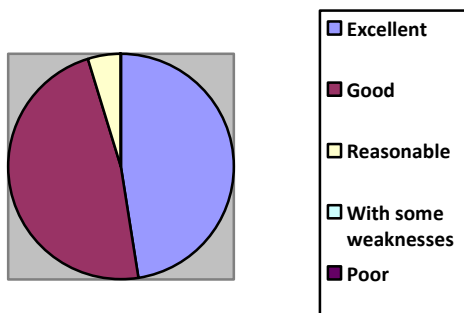
FFM said that it did not believe that it had encouraged completely new projects, also stressing that it is difficult to be innovative with integration methods. However, fruitful exchanges did take place, and FORIM specifically stressed that strong contacts had been established between national institutions (Direction de l'accueil, de l'intégration et de la citoyenneté), local institutions such as the city hall of Saint Denis – a Parisian suburb with a high percentage of migrants – and the migrant organisations attending the training. All the themes and issues identified by the ELCI research components had been integrated in the training, either in the “lecture” part or during the workshops.

## Efficiency

The evaluator was not able to access the budget for this particular activity, thus the cost-effectiveness of the training seminar is primarily assessed by relying on the partner organisation's comments and on the participants' evaluation of the organisational aspects of the training.

The participants provided generally positive feedbacks on the “workshop logistical organisation”, and considered it a very valuable experience to invest one day of their regular activities in the training. However the interviewees suggested that most participants felt that two days of training would have been much more efficient, especially to have more time to exchange ideas on best practices, and that follow-up activities are needed in order to maintain the momentum gained during the training.

### Workshop logistical organisation



### Outcome

The interviewees stressed that in their view, the organisations did gain an immediate benefit from the project activities, as they were thought new techniques in a variety of fields: political cooperation with local authorities, fundraising, best-practice exchange among them... FORIM gave the example of an organisation that shared their practice of active lobbying of local institutions after they submitted their fundraising documents. As lobbying is not a practice that is very well understood in France, many migrant organisations had not thought of this possibility before.

The participants were more positive on their Training Evaluation Questionnaires. Only four out of twenty-one replied no to the question “Do you think to change your way of working within your organisation? Why?”, and two said that they would not change their way of working but improve it. Several participants stressed how the training gave them new strategies to approach donors and raise funds. Some of the responses include: “Yes, in the areas of inter-organisations communication, and in the approach of donors”; “This training will help us to better disseminate the information to our networks, and thus make them more effective”; “Identify ways to contact institutional counterparts”, etc.

### Impact

The impact of the activities was positive for all participants. Even if they already had substantial knowledge in the issues they were trained on, they gained deeper insight into those questions, learned from each other and strengthened their relationships with local authorities.

This necessarily has a positive impact on the populations they represent, as their role is to feed the information back to migrants. Therefore, the training indirectly helps third country nationals to improve their integration in terms of access to health, education, employment, and their rights.

FFM also stressed that there was a beneficial impact of the training on local authorities, who were made more aware of the activities carried out by migrant organisations, their vital role in the building of civil society, and their valuable insight into migration policy issues.

## Sustainability

Both interviewees insisted on the fact that the participants – and themselves – were keen on follow-up activities to this training, as they believe that the sustainability of the discussions and relationships initiated during this one-day training session would strongly benefit from being ensured a continued existence.

FORIM noticed that since the training, many of the participants had stayed in regular contact with them.

Both FFM and FORIM said that to a certain extent, national and regional networks between organisations are already in place, but that this training helped to grow and strengthen them. However they are wary that without regular activities, the benefits will soon be lost.

### *Overall assessment*

Overall, the training programme was successful. A third of participants rated it as excellent and over half thought it was good, as shown by the pie chart below.

**Overall assessment of the workshop**



The interviewees stressed at several moments of the interview that they and the migrant organisations were hoping for follow-up activities, and if possible the implementation of an ongoing programme to keep the vital relationship between local authorities and migrant organisations alive and strong.

The primary and secondary sources provide ideas for good practices in the field of integration and suggestions on how to improve the training and its outcomes. They stress that it is important to try to change the populations' general approach to immigrants – through political discourse and media representation – and not see them only as a strain for the hosting countries but as a true resource.

### 3.3 Spain country report

#### *Assessment of data collections*

The component B of ELCI project in Cataluña took place the 22<sup>nd</sup> March 2012. The content of the training was based on several aspects related to the concept of integration and the role played by migrant organisations as agent of social transformation. One specific aspect covers the financial crisis and scarcity of resources and the implication for migrant organisations. In addition to this the training gave new notions about organisational strategy in the field of: communication, networking activity, human resources, attracting new social base and people and financial resources. Furthermore, it was illustrated the European integration Funds and how to apply for it. Finally a good practices from city of Barcelona were illustrated (Xarxa Anti-rumors). The public debate, even though is not object of this evaluation took place the 22<sup>nd</sup> May 2012.

This report draws from the following sources:

1) Primary sources:

a. Telephone interviews with

- Ms Teresa Botella (IOM Madrid ELCI project coornator)
- Ms Fatima Ahmed (founding partner of the NGO “Batuta” that was partner of the IOM for the ELCI project).
- Ms Alessia Caminato ( project assistant of the NGO “Batuta” that was partner of the IOM for the ELCI project).

b. Telephone interview with:

Ms Paulita Astillero (final beneficiary of the training activity B from “Asociacion Filipina Tuluyan – San Benito”. She declares that she participated only at half hour training because she could not ask a full day off from her daily job).

2) Secondary sources:

- a. Power point presentation of the lecture
- b. Readings of the lecture
- c. National questionnaire of National and Local Integration Policy, and Migrant Organisations
- d. Country report on local authorities
- e. Country report on migrant organisations

The assessment and the evaluation of the Activity B in Spain/ Cataluña relies on a comprehensive amount of secondary and primary resources.

Nonetheless, some limitations need to be reported. First of all, the evaluation forms filled by the participants to the training for activity B were not available. In addition to that the specific content of the training was only partly evaluated given that some of the documents were in Catalan, a language not covered by the evaluation team.

As a results the evaluation heavily relies on the interviews carried out even though the tight time from the evaluation did not allow to reach the participants to the training.

### *Background information*

Spain and its regions have a long tradition of emigration rather than immigration. Nevertheless, in the last two decades the country has become a country of immigration. With the acceleration of migratory flow since the 1980s, Spain has become the country with the higher proportion of residing foreigners in the EU.

Immigration is not homogenous but it is dominated by the precedence of regions with similar cultures: Latin America, East Europe (Romania) and North Africa (Morocco), Ecuador, Colombia and Bulgaria. The main areas of destination are Cataluña, Madrid and Andalucía. The crisis is strongly affecting the country and migrants are at more danger of social exclusion.

Spain benefits from favourable integration policies. Despite the crisis, funds to secure cooperation and welfare were increased. Nonetheless, voting rights are still weak. The integration plan for 2011-2012 is currently under discussion. The main premise is that integration is a dual process of mutual adaptation; not only governments but the society as a whole, with immigrants and social players, are responsible for the integration process. Integration needs to be mainstreamed across all policies according to a global holistic approach. The main objectives are to fully exercise migrants' civil, social, economic, cultural and political rights, mainly promoting: (i) access to welfare: education, employment, social services, health housing, equal treatment and specific needs of migrants; (ii) preserving their culture of origin.

The strategic plan for integration is under the responsibility of the Secretariat of State for Immigration and Emigration through the Directorate General for Immigrant Integration. Regional consultative bodies for integration, which include migrants, play an important role. They are to be informed on the progresses of the plan, providing recommendations and legislative proposals to update it.

Annually, the central states, the regions (Comunidades Autonomas) and the cities decide which measures of the plan are regional functions and which ones have to be jointly funded. Generally regions are responsible for integration and cooperation.

At regional level co-operation with actors in civil society is based on ongoing dialogue, both on a bi-lateral basis and through the participation of bodies such as the Forum for Social Integration of Migrants (FSIM).

The FSIM is the consultation, information and advice body on migrant integration issues created on 9th June 2010. It is assigned to the Ministry of Labour and Immigration through the General Directorate for Migrant Integration (Real Decreto 1600/2004, de 2 de Julio). Its objective is to promote the participation and integration of migrants into Spanish society, promoting, assessing and channelling actions aimed at that end. It is comprised of a president, two vice-presidents, a secretary and 30 members, distributed in the following way: 10 representing the Public Administrations; 10 representing migrants and refugees, through their associations, legally constituted; 10 representing social organisations of support, with more representative labour unions and management associations in the migration field among them.

Cooperation is also based on supporting immigrants' associations and organisations that support immigration, and on specific, concerted action and partnerships serving to develop integration policies identified as priorities in the framework of this Plan. Institutional cooperation agreements and calls for subsidies for projects aimed at integrating immigrants are the main tools for articulating this co-operation.

#### The specific case of Cataluña and the position to migrant organisations

Catalonia has a long tradition of associations, and in this sense, migrant associations are advanced in both their relationship and their cooperation with civil society organisations in the territory, and with other established channels of citizen participation. The consolidation of the entities of immigrants and social needs that go beyond the fact of belonging to a particular immigrant group have extended the field of associative relationships with initiatives as transversal as cultural, social, trade unions, development cooperation, youth, etc.

The Catalan Citizenship and Immigration Plan establishes mechanisms of cooperation with NGOs and migrant organisations. However, as always, there is a slight difference among what can or should be done, and what is really done. Practical co-operation with actors in civil society is mostly based on cooperation agreements and calls for subsidies for projects aimed at integrating immigrants. It is also based on supporting immigrants' associations and organisations that scope immigration, and on specific, concerted actions and partnerships serving to develop integration policies identified as priorities in the framework of the National Plan.

Generating spaces for interaction is the most used method for establishing cooperation, for example through round tables, where opinion and good practices are shared, or through other mechanisms for consultancies, where opinion and assistance are given to local authorities by the associations working with immigrants' aspects. In this sense, at present, there is only one practical initiative, The Municipal Council of Immigration of Barcelona (Consejo Municipal de Inmigración de Barcelona - *CMIB*) that is very important when it comes to implementing public policies and establishing immigration priorities in the political agenda. In fact, it is a really good way to take into account the experiences and the knowledge of associations that are in permanent contact with immigrants and, in short, for strengthening migrants' associations' role in decision making.

#### Challenges

In Cataluña cooperation does exist between authorities and migrant organisations in the field of integration, but this cooperation has more to do with the sharing of information and points of view (and not with all organisations, only with a few) when policy making through round tables and task forces, than with cooperation on integration programmes (beyond first reception assistance).

Local authorities highlight their importance in the field of integration, as they are closer to migrants and to the overall population. This means that proximity is considered as a positive aspect when it comes to establishing cooperation among entities working in the migration field. However, budgetary restrictions make difficult to put in place many actions at local level.

## Assessment across the six criteria

### Relevance

There are no evaluation forms filled in the case of Spain, therefore the analysis relies on interviews.

According to the notion of relevance deployed by the evaluation team the training can be considered partly relevant for migrant organisations. The level of development of migrant organisations in Cataluña suggested that to some extent the aim of the project was too basic despite the level of knowledge and involvement already reached by the local organisations in the policy making process. The interview respondents highlight how the case of Cataluña is good practice for the other country-partners.

Nonetheless, as described in the ELCI Quarterly Narrative report, the content of the training was adjusted according to the current issues that migrant organisations are facing in Spain.

*“The current government has just decided to exclude about 500.000 people from the Spanish sanitarian assistance. Until now, Spain was one of the few EU Countries which still considered access to public health as a fundamental right. It was a duty of the Spanish state to offer health assistance to documented as well as undocumented people”.* The crisis and the consequent cuts have been one of the major and relevant topics of the training. The main problem for migrant organisations is indeed that their activities and sustainability is very much linked with political change and political willingness to sustain them.

Clearly, methods and reflections on capacity building and constructive knowledge were also deployed, in order to improve migrant organisations’ proactivity and lobbying capacity. A long reflection on the role of the Municipal Council of Immigration of Barcelona (Consejo Municipal de Inmigración de Barcelona - CMIB) took place, recognizing that: *“The suggestions arising aim at encouraging migrant associations to establish alliances and organizing informal or formal networks in order to raise awareness of current political practices endangering social cohesion by discriminating or putting at stake migrants’ rights and participation in political matters. Though all the migrant associations interviewed recognize the valuable importance of the CMIB as the place of interculturality and active citizenship, no agreement made inside it can be made effective in terms of being able to influence the political agenda of the City Council.”*

Nonetheless the CMIB is not powerful enough to have a practical impact on shaping the integration policy of the city. As a consequence one of the main points of debate during the training was enhancing this body.

The relevance of the training for the participants has been granted also by the mapping of the organisations’ needs. They were mainly divided between two issues: (i) obtaining resources; (ii) increasing knowledge about the European legal framework, concepts of integration and the European Integration Fund.

The ability to adjust and tailor the training has been judged positively by the respondents: *“I think the methods were good. The main added value was the openness of the training, people were free to talk”* (Teresa Botella SPA 04)

Regarding the relevance of training in covering the diversity of the population, the training can be considered highly successful. Indeed, the criteria deployed to map migrant



organisations and thus selecting the participants took into consideration several dimensions, namely: the territorial dimension – i.e. all the continents from which migrants come were taken into consideration; intergenerational dimensions – i.e. selecting student and young migrant organisations, which preserve culture.

To guarantee inclusiveness and enhance the platform of cooperation, confederations and small migrant organisations were also invited, together with gay and lesbian migrant organisations. The only communities that were not invited were China and Pakistan, because they do not have representatives and they are difficult to involve. Moreover in some cases the training participants were also the founders or the leaders of the migrant organisations; as a result the needs and the issues of the associations were even better expressed and addressed.

## Effectiveness

If we consider effectiveness as whether and to what extent the goals of the project have been achieved, or what has been obtained compared to what had been planned, the case of Cataluña needs to be assessed carefully.

As two of the respondents claimed: *“The main objective of the training B and ELCI project as whole was ‘Empowering migrant organisations and improving their role in the decision making process as it relates to migrant integration’. To our view taking decisions means that people can vote and this is not possible. Our role is still consultative; we need more political incidence, not only linked with informal channels. I believe that the training in Spain should have been more focused on this topic, rather than on the general concept of integration, because we are already beyond that”.* (Fatima Ahmed – Alessia Cominato).

In other word, the PA and migrant organisations in Spain are well aware of migrant associations’ role in public life. What was more likely to serve the objective of empowering migrant organisations would have been a major focus on democratic representation. Indeed, the long term goal of migrants in Spain is obtaining democratic representation. In this regard the training did not support the achievement of this ultimate goal, but instead it provided more content about proactivity and lobbying. This may, to a certain extent, lead to the possibility to exercise veto power by the migrant organisations when they participate in public assemblies.

The content and the topics identified by ELCI research component were partly integrated within the training. On the one hand, the organisers presented the results of the mapping activity and interview. On the other hand the research component of the ELCI project was depicting the legislative national and regional framework for integration, and since this was already well known by the migrant organisations, the organiser preferred to focus on the EU policy framework and European Integration Fund, on the current crisis issue and on providing tools for cooperation to enhance their role.

Training Activity B greatly succeeded in integrating the gender perspective. The contents of the training were also adapted to gender-related issues and gay and lesbian organisations were invited to the training. This is a significant achievement when considering that in the other partner countries, mainly Eastern European, this aspect has been neglected.

## Efficiency

The training has been efficiently implemented. In the case of Spain the cost has been reported to be around €800 for the whole training of 20 people (€40 for each participant). One of the respondents (Teresa Botella) interviewed declared that an alternative approach to improving efficiency would be to have some extra training during the weekend for those who were working for the organisation on a voluntary basis and could not take one day off. This would enable the participation of the small organisations that have human resources shortages and are not able to participate during work time.

## Outcome

One of the immediate benefits of the training was the improvement of knowledge about the European framework. In addition, participants learned from other European experiences, even though Spain serves as an example for the other countries. Connected to that was the potential to establish networks with third sector organisations of other Member States.

As per the final training report: *“The project has revealed important strategies carried out by other Countries and it has been an important tool of self-evaluation as well regarding the integration policies implemented in Barcelona. Migrant associations involved in Barcelona’s public debate have gained knowledge about EU cooperation projects between local authorities and migrant associations. The comparative approach of the project has allowed the establishing of valuable contacts in other EU Countries and it has opened a communication channel for the exchange of new practices and initiative”.*

Regarding the dialogue with local institutions, the respondents agreed that dialogue was already well-developed prior to the training, but the “the project and the training was a further occasion to revitalize the dialogue”. Nonetheless, as one of the respondents pointed out, changes of strategy in migrant organisations to get more involved did not take place, because their activity is connected to projects. Therefore they do not have a long term strategy. The project was like “sowing seeds in this regard” (Teresa Botella). Indeed, two main proposals came out:

1. Planning economic support not only on an annual basis but with a multiannual approach, to avoid political change affecting them
2. Enhancing the mechanisms of permanent learning and education among migrant organisations and civil servants to build trust among them.

## Impact

Considering the limited time frame of the project, impacts are difficult to assess.

In general, as the respondents from the NGO partner said, any kind of potential impacts and changes depend too much on political willingness and political turn-over. The main problem is also that the limited timeframe of economic support does not allow migrant organisations to plan strategy and actions that might have a political incidence.

With regard to third-country nationals, the migrant organisations improved their level of information and knowledge, which might indirectly provide a benefit to their compatriots.

In addition to that a possible impact is that further confederation of migrant associations will be established.

### **Sustainability**

As per the final report of ELCI project, follow up actions are not planned. More generally, as the respondents said, cooperation is already well developed. But sustainability remains generally the biggest problem: “we need to keep high the level of information and also the level of proactivity and lobbying”.

#### *Overall assessment*

Overall the training programme was successful because it offered a further opportunity for networking, debate and reflection about the level of participation of migrant organisations in the integration process and in the policy making process. Even though in Cataluña the cooperation among associations and local authorities is highly developed, the crisis is threatening the progresses reached to date, reducing the availability of funds and welfare access for associations and third-country nationals.

In this regard the training was able to provide further tools to improve the internal efficiency of the organisations, their lobbying capacity and ability to fundraise (i.e. from the European Integration Fund).

Clearly the notions and the tools conveyed have not themselves produced an impact. A major focus on democratic representation is needed in the case of Cataluña, which is the next step in the process of integration. Moreover, although the training was already characterized by a good level of inclusiveness, in order to secure a higher level of participation the training should be organised during weekends to match the work commitment of the volunteers of the smaller migrant organisations.

## **3.4 Czech Republic country report**

### *Assessment of data collections*

The training seminar was structured in two main components: (i) a session focusing on the disbursement mechanisms of funds under the European Fund for Integration of third country nationals (EIF); and (ii) an information session outlining the current situation of migrants in the country, with a particular focus on legislative changes in the fields of foreigners' integration, human trafficking and irregular migration.

This report draws from the following sources:

#### 5) Primary sources:

- a. Telephone interview with Ms Marie Rihova (Responsible for integration programmes and programme developer at IOM Czech Republic, partner and organiser of activity B, Czech Republic)
- b. Telephone interview with Ms Lidija Grabo (Project Coordinator at Slavo 21, partner and organiser of activity B, Czech Republic)

6) Secondary sources:

- a. Outline of the training seminar
- b. National questionnaire on National and Local Integration Policy, and Migrant Organisations
- c. Country report on local authorities
- d. Country report on migrant organisations

The evaluation of activity B for Czech Republic severely suffers from the unavailability of key documents in English, in particular the evaluation questionnaires submitted by the participants after the training as well as a detailed outline of the seminar and the PowerPoint presentation of the different sessions.

In terms of primary sources, the evaluator was able to conduct phone interviews with a representative from IOM Czech Republic and a project coordinator of the NGO partner in this activity. Other interviews that were considered important by the evaluator, namely with the participants in the training activities, could not be carried out as the evaluator could not establish a contact with them. This prevented the evaluator from contrasting and comparing additional and potentially different opinions.

### *Background information*

Czech legislation does not explicitly define the concept of a migrant, and has a single definition for foreigners which encompasses all 'citizens of third countries staying legally on the territory of the Czech Republic' (National Questionnaire Czech Republic:1). Czech migration policy includes provisions on integration, and is regulated by various bodies of the government; the Ministry of Interior is in charge of coordinating among all other Ministries, which individually implement policies relevant to their competences.

The Ministry of Interior organises the integration of foreigners through their Refugee Facilities Administration (RFA). The RFA holds 'platforms' to engage stakeholders and improve the process of integration and communication between migrants and Czech authorities. Czech integration policies focus on integrating foreigners into Czech society, but also on preventing problems between immigrant communities and the Czech population. Though the Czech government recognizes the importance of decentralization in implementing integration policies, the integration of foreigners has not been perfected at a local level due to a lack of regional integration policy. Recently, the Ministry of Interior has supported the creation of 'Foreign National Integration Support Centres', developed as forums for integration and socio-economic orientation of migrant communities. In practice, it is found that Czech municipalities are not adequately aware and informed of multiculturalism, giving rise to problems with integration. Interviews conducted by the IOM (Local Authorities Czech Country Report:13) indicated a lack of knowledge of migrant organisations among officials of local authorities, and stressed the difficulty of establishing and maintaining contacts with these organisations.

Czech law does not distinguish between migrant organisations, awarding them the same legal status as NGOs. Associations can only be created by persons with legal, permanent residency in the country, but the IOM has identified several associations which meet the criteria and are classifiable as migrant organisations. Interviews with these migrant

organisations (Local Contribution Czech Republic Report) indicated that they engage directly with migrant communities, but only participate through regional centres at the local level and public participation of these associations is weak. Interviewees disclosed that cooperation between local authorities and their organisations was predominantly ad hoc, and regular contact was not established. Intermittent contact was mainly for solving problems with members of their communities or the realization of cultural events. Interviewees also expressed concern for the local programmes currently implemented at a local level, mostly because they had little to no long-term strategic plan. Migrant organisations are willing to engage more with local authorities and contribute to the successful integration of foreigners in the Czech Republic.

#### *Assessment across the six criteria*

### **Relevance**

The interviewees concurred that the training was relevant for the participants. The fact that there are only few migrant organisations operating in Czech Republic made rather simple identifying them. It was also found that all the organisations share two main needs, (i) to increase their expertise in accessing funds to run projects and (ii) to access representatives of the local authorities in order to increase the local authorities' knowledge on the migrant organisations activities and receive an acknowledgement from them.

These two needs were certainly reflected in the outline of the training, which indeed focused on providing migrant organisations with increased knowledge to access funds – in particular those available under the EIF – and in providing them with a forum where they could have face to face contact with representatives from the local authorities.

It is noteworthy that the training was well-tailored to the needs of the beneficiaries, without a needs assessment being carried out. The research component of ELCI and the mapping exercise that was part of it provided the training organisers with a clear picture of what the needs of the beneficiaries were.

The training audience also accurately reflected the different migrant communities established in Czech Republic, to include all the communities from former-Yugoslavia, as well as Armenia, Azerbaijan, China, Georgia, Ukraine and Vietnam.

The interviewees agreed that the training was aligned with the mission of the organisations represented as they could gather useful information that they could then disseminate through their networks.

### **Effectiveness**

The effectiveness of the seminar can be assessed along the two main axes of the programme, namely (i) enhancing the ability of migrant organisations to access funds and (ii) creating a contact point between migrant organisations and local authorities.

The interviewees agreed that these two objectives were broadly reached. Looking at the first axis, the training provided participants with relevant technical information and skills in order to apply for EIF grants. This theoretical knowledge was deployed shortly after the training

with several migrant organisations that submitted a proposal for a grant under the EIF. With regards to the second axis, it is noteworthy that both interviewees agreed that the knowledge that migrant organisations had of local authorities was rather solid, although they felt they are very hard to reach. Conversely, local authorities knew very little about migrant organisations. The training programme was considered successful in this respect, with one interviewee claiming that “[t]he public debate was important for local authorities to understand the migrant organisations role” and for the migrant organisations to change their attitude towards public authorities since “[they] perceived that these people [the local authorities] are not unreachable” (interview with Marie Rihova).

With respect to the integration of the ELCI research components topics and issues, the interviewees agreed that this was achieved to a certain extent (e.g. by disseminating and informing the participants on the main findings of the research activities) but that the actual content of the training was tailored to the most immediate needs of the organisations (e.g. application for funds) rather than on bigger theoretical discussions.

No specific gender-based approach was taken.

### **Efficiency**

The evaluator was not able to access the budget for this particular activity, thus the cost-effectiveness of the training seminar is primarily assessed by relying on the partner organisation’s comments and on the participants’ evaluation of the organisational aspects of the training.

The interviewees concurred that the training was highly cost-efficient. The fact that trainers did not request to be compensated enhanced this dimension. They also agree on the fact that it was certainly worth while for the participants to invest their time on the training. A major problem encountered in terms of organisation lies in the fact that participants work for migrant organisations on a voluntary basis and therefore they could not take part in the training as part of their regular job activities. It was suggested that running this kind of programmes may facilitate participation from migrant organisations’ representatives but it may make it harder to secure local authorities’ attendance.

### **Outcome**

The immediate benefits that were identified through the interviews are: the ability for migrant organisations to establish a contact within the Ministry of Interior as well as to immediately start networking among them. The training seminar was valued as an important moment for the organisations to gather together, understand each others’ needs and provide mutual advice. In particular, the migrant organisations seemed to be able to sensibly increase their knowledge with regards to methodology to apply for funding and projects as well as to develop strategies to involve local authorities in the activities of migrant organisations.

### **Impact**

Turning to the impact of the training seminar, it is stressed by the interviewees that they foresee positive impacts to be generated by the project, yet they agree that it is at the moment too early to provide concrete examples of such impacts. Generally, the interviewees



are more optimistic on the impact that the training may have in the relationships between migrant organisations rather than between migrant organisations and local authorities.

## **Sustainability**

The interviewees believe that the project has the potential to sustain long-term actions. Nevertheless, it is noted how the present project can only be a stepping stone that created an initial network but that also needs to be sustained by the action of IOM and partner organisations, for instance through follow up projects or initiatives, to ensure that the efforts that were made for the present project are not in vain.

### *Overall assessment*

Overall, the training programme was successful. The interviewees stressed that the training managed to address issues that are of primary importance to migrant organisations. In this respect the training provided the participants with both theoretical and practical tools that may help them in their daily activities. It was also noted that the training seminar has an untapped potential which may be exploited by ensuring that a larger audience can attend it.

## **3.5 Poland country report**

### *Assessment of data collections*

The training which took place in Poland dealt with the mechanisms of cooperation between the Polish local government and the voluntary sector. Basing mainly on the 2003 “Public benefit activities and voluntary service law” (Ustawa o działalności pożytku publicznego i o wolontariacie, abbr. UDPPW) as well as on a number of examples of initiatives drawn predominantly from the Warsaw area but also Poland wide, the training aimed to present: (i.) the politics of the local public administration on cooperation with NGOs (ii.); the possibilities of participating in and undertaking local initiatives by NGOs on self-governance level; (iii.) different forms of involvement of NGOs in cooperation with local authorities; (iv) local funds available for such initiatives; (v) as well as further, nonfinancial, forms of support and institutions which provide such kind of support to migrant organisations.

This report draws from the following sources:

- 7) Primary sources:
  - a. Telephone interview with Ms Ewa Grzegorzolka (Consultant and legal advisor of Stowarzyszenie Interwencji Prawnej that was partner of the IOM for the implementation of activity B in Poland)
- 8) Secondary sources:
  - a. National questionnaire on National and Local Integration Policy, and Migrant Organisations
  - b. Country report on local authorities
  - c. Country report on migrant organisations

A severe constraint to the evaluation of activity B in Poland is posed by the unavailability of any documents regarding the training programme. The evaluator could not access the PowerPoint presentations that were used during the training, nor the evaluation questionnaires from the participants. This results in thin evidence and documentation backing the analysis which is entirely reliant on the interview carried out with a representative of the NGO co-organising the activity with IOM Poland and on the background documentation that was produced as part of the ELCI research component.

Establishing further contact with primary sources was also problematic. In particular, the tight timeframe for the evaluation, combined with the upcoming summer holiday season and existing commitments of potential interviewees, has only allowed for one telephone interview. Other interviews that were considered important by the evaluator, namely with participants in the training activities, could not be carried out for the reasons outlined above. This prevented the evaluator from contrasting and comparing different opinions.

### *Background information*

Poland's stance on migration drastically altered in 1989, when pivotal socio-economic changes occurred in Eastern Europe and the Soviet Union. Poland went from maintaining a restrictive policy on migration and transformed into a democratic state with open borders. From the 1990s to the mid-2000s, Polish migratory policy focused on migratory flows, and negated integration. Because of this, Polish policy on integration is in its initial developmental stages. Poland currently has legal provisions covering issues such as foreigners in the Polish labour market, the provision of education to non-Polish children and anti-discrimination, but has been criticized for a lack of regulation of dimensions such as participation in public life and targeting mainly refugee groups for its integration policies. There is an observable lack of regulation of other migrant groups at both a government and local level (Country Report on Local Authorities: 8). The Polish Ministry of Interior and Administration has been highlighting the need to develop integration policies since it presented the 'Migration Policy of Poland – current status and requested actions' document in April 2011. This document outlines aspects of cultural and social life that have to be addressed in order to adequately ensure that migrant groups are involved and integrated.

In Poland, the right to association is a freedom embedded in its Constitution (art. 12). This right is extended to migrants who are not Polish citizens, but are legal residents of the country, while foreigners who are not legal residents cannot found associations, but are able to join as a member. The right to establish a foundation is given to every person, regardless of citizenship and place of residence. The right to association is regulated by the Law on associations (Act of 7 April 1989) and the Law on foundations (Act of 6 April 1984). Though able to organise formally, migrants in Poland do so in a limited capacity, and are more likely to gather informally through cultural and religious centers. Associations and foundations committed to a certain ethnic or cultural trend are more often established by Poles or 'old' immigrants (those who have origins in a different country, or with Polish citizenship) than by 'new' immigrants. The number of migrant organisations in Poland is also relatively small because there is not a large amount of foreigners residing in Poland (around 0.1% of the population). Organisations that are established by 'new' immigrants are usually active in fields such as politics, social aid, access to rights and cultural life, focusing on promoting their culture, integrating into Polish culture and society and helping new migrants in Poland. They finance themselves through membership fees, grants and donations.



Migrant organisations recognize that immigrants have to adjust to integrate, and should learn the language and culture of the host country. However, Poland is recognized to have a strong tendency to feel like immigrants are inferior, and these organisations feel that the Poles should be taught values like multiculturalism and tolerance to combat alienation of immigrants. Organisations interviewed by the IOM (Country Report on Local Contribution of Migrant Organisations) indicated that they had established little formal operational cooperation or partnerships with local authorities, though they did have informal contacts. The interviewed organisations indicated that they were willing to cooperate with local authorities, but cited several issues, including being ignored and discouraged by city offices, feeling unwelcome in these offices, not having sufficient resources and that their attempts resulted in more barriers than cooperation, concurrently suggesting that cooperation can only flourish if there is mutual respect. The IOM study suggests that there were developing examples of partnerships, such as between an African organisation and the Warsaw City office, and that certain cities, like Krakow, had developed a more tolerant approach to multiculturalism, and were therefore more inclined to work with migrant organisations.

In comparison, the IOM interviewed local authorities in Poland on their relationship with migrant organisations. It was found that some officials had not come into any contact with any migrant organisations and found it difficult to understand their mission independently from that of an NGO; Polish legislation does not define the concept of a 'migrant organisation', so no special status is awarded and they are viewed the same as an NGO. They also found that officials perceived these migrant organisations to be 'young, small, inexperienced and unprofessional organisations' (Country Report on Local Authorities: 10), and therefore unreliable partners. Representatives did note that there was potential in working with migrant organisations, as they have specific knowledge and a network that would be beneficial and stimulating to their community outreach. Local authorities should develop systematic cooperation, including consultations, and migrant organisations should undertake capacity-building exercises to increase their reputation and ultimately reenergize the relationship between all parties.

#### *Assessment across the six criteria*

### **Relevance**

As outlined in the brief overview of the current situation in Poland with regards to migration and integration policies, Poland is a country that has a fairly short history of dealing with migration and integration policies. This results in migrant organisations being generally only recently established. In this respect, the training seminar had to be tailored to the needs of young organisations that have as primary objectives those of (i) developing themselves and (ii) establishing direct contact with local authorities. These features led (i) to organise the training programme around simple teaching techniques which turned out to be very inclusive as all the organisations share similar missions, objectives and priorities and (ii) to focus on technical aspects, such as how to access public funds and how to write applications for them. Commonalities among the organisations taking place in the training facilitated the design of an inclusive programme which could be significant for all those involved. This was achieved without carrying out an actual needs assessment, but rather relying on the research component of the project, and particularly in the mapping exercise of the migrant organisations operating in Poland, which allowed the organisers to *indirectly* gather their

training needs at both institutional and personal level. A training needs assessment was not carried out as it was not part of the requirements of the project.

The interviewee highlighted that the training was particularly relevant in terms of capacity building and enhancing a process of constructive knowledge sharing among participants. In particular, she pointed out that according to her general experience, similar kinds of initiatives often leave the organisations and participants unsatisfied because of a pervasive feeling of the training being a dead letter. In this case however, the face to face contact with local authorities made for a relevant training in the sense that the organisations could receive an acknowledgement from the local authorities; the knowledge built during the training went therefore “beyond” the teaching room as it could be subsequently deployed and reinforced through direct contact with local authorities’ representatives.

### **Effectiveness**

The effectiveness of the programme has been assessed along two main lines. On one hand, the activities have gained effectiveness by providing the participants with the opportunity to have direct contact with local authorities. For organisations that have been recently established, this meant an important acknowledgement that increased their self-awareness of their role in the integration process. Face-to-face meetings happened in an informal atmosphere that allowed participants to ask questions to the local authorities that directly affect their daily work (such as “how to apply for funding?” or “how to hire cheap venues for events?”). On the other hand, the training gained effectiveness by focussing on those issues that are critical to the development of the organisation. A 2-hour session providing an overview of the different sources of funding that organisations may apply for was found extremely useful by the participants. In this respect, and taking into account the young life of these organisations, the training focused not so much on issues belonging to the “big picture” (such as definition of concepts of migration, integration, or migrant organisations) but rather on those affecting their day-to-day activities, as outlined above. The interviewee confirmed that the content of the training was broadly aligned with the objectives of the project. In this respect it has however been noted that the training could not take on board any comparative perspective nor to make use of materials produced in other project partner countries as feedback from other countries was received too late.

No gender issues were taken into account in the selection of participants and organisations.

### **Efficiency**

The evaluator was not able to access the budget for this particular activity, thus the cost-effectiveness of the training seminar is primarily assessed by relying on the partner organisation’s comments, who believes the training was done in a cost-effective manner. Yet, it is suggested that the training may be more efficient by having a larger audience although the interviewee recognised it may not be easy to reach a larger audience simply because there are not that many migrant organisations in Poland.

### **Outcome**

In terms of outcome, the interviewee highlighted a major development that may have been triggered by the participation of the organisations in the training, namely the establishment of a Commission for Social Dialogue (CSD). The CSD is an opportunity that is provided to

group of citizens who share same needs, problems and concerns to gather together periodically and to meet with representatives from the local authorities. This initiative was discussed during the training and after the training was completed, ten organisations joined forces to create a CSD, which involves local authorities as well, and meets periodically to tackle issues related to migration and integration. The establishment of the CSD has been stressed as a very successful outcome of the training by the interviewee. In addition, it has been highlighted how the training has led to improvements in the knowledge of the organisation in some areas crucial to their daily activities, such as “structure of the authorities for integration”, “exploring possibility for a major involvement of migrant organisations”, “methodology to apply for funding and projects” and “conditions of funding for organisation and related areas of activity: language courses, training and education, recognition of foreign diplomas”. In line with the discussion above in the section “Relevance”, the interviewee also noted how improvements in knowledge of more theoretical issues, such as “European principle of integration” or “conceptualisation of integration” have not occurred as a consequence of the training since the focus was much more on practical issues.

## **Impact**

The impact of the training programme could not be comprehensively assessed by the interviewee as it is perhaps too early to do so. It has been stressed how the CSD may certainly represent a positive impact that the training had and she does not foresee any negative or unexpected impact to take place. It has also been noted how the likely impact in the long term for the final target population may be positive as better relations and mutual understanding between migrant organisations and local authorities triggered by the training will result in improved conditions to migrant themselves.

## **Sustainability**

Similarly to above, the interviewee reiterated as the CSD is at present the only example of sustainable action that has been taken place as a result of the training.

## *Overall assessment*

The background information suggests that there is a long way to go before migrant organisations in Poland establish themselves as important actors in the policy-making process. This is due to a number of reasons, which include Poland's recent history in migration and integration policy as well as the lack of information of local authorities regarding the activities that migrant organisations perform on a daily basis. In this respect, the opportunity provided by activity B of the ELCI project may certainly represent a decisive step towards assigning a more central role to migrant organisations in the policy-making process. The information gathered through the interview points in such direction in two ways: (i) thanks to the possibility offered to migrant organisations and local authorities to meet face to face they have been placed in the position to get to know and understand each other overcoming mutual diffidence that may otherwise represent an obstacle to successful cooperation; (ii) thanks to initiatives such as the CSD, which provides an long-term forum for discussion between local authorities and migrant organisations, the interaction between these actors may go beyond the one-off interaction offered by single projects, and become the basis for long-standing cooperation.

The training programme undertaken under activity B of ELCI in Poland has therefore received a positive feedback (as far as the available sources allowed to assess) and it was noted by the interviewee that similar projects along these lines would be very welcome, especially if they could represent a continuum to the present one, for instance by narrowing down the topics of the training and tackling more specific issues.

### **3.6 Germany country report**

#### *Assessment of data collections*

A training session was organised in Hamburg on 4 May 2012. The programme focused on how migrants can set up organisations. This was done on two levels: 1) a general level that followed a step by step approach, from the establishment of an organization to the scope of actions to the skills needed – i. e. language and qualifications – to where to get advice; 2) a specific level where practical examples were drawn from the city of Hamburg in terms of administrative structure, responsibilities and integration priorities.

This report draws from the following sources:

9) Primary sources:

- a. Telephone interview with Ms Danijela-Jelena Medved (Donor and Liaison Consultant responsible for the ELCI project and implementation of activity B at IOM, Berlin)
- b. Training Evaluation Questionnaires

10) Secondary sources:

- a. National questionnaire on National and Local Integration Policy, and Migrant Organisations
- b. Country report on local authorities
- c. Country report on migrant organisations
- d. Training programme in Hamburg (4 May 2012)

A severe constraint on the evaluation of activity B in Germany is posed by the small number of participants in the training (4). The data from the Training Evaluation Questionnaires are therefore difficult to use from a statistical point of view. These result in thin evidence backing the analysis, which is mainly reliant on the interview carried out with a representative of IOM Berlin and on the background documentation that was produced as part of the ELCI research component.

Another constraint to the evaluation of activity B in Germany is posed by the unavailability of several primary sources. Marouane Snoussi (MS Building and Education), the representative of the co-organising NGO which is based in Hamburg, where the training took place, was unavailable for interview, and none of the training participants were reachable. This implies that only the IOM representative who is based in Berlin was available for interview – however she insisted several times that it is difficult to monitor the situation in Hamburg from Berlin. As a result, the evaluator had fewer primary sources than expected to contrast and compare different opinions.

### *Background information*

Germany is a country of longstanding immigration, with the Turkish community accounting for 24% of total migrants. Large scale immigration of workers started in 1955 through “guest workers” programmes, but came to a halt in 1973 due to political measures following the impending economic crisis. From the 1980s to 1993, the main channel of immigration in Germany was through asylum seeking law, whereas since 2005, the largest source of immigration in the country precludes to family reunification policies.

Hamburg, the city in which the training took place, has a long tradition of migration due to its position as an international trading place and a seaport. Migrants form 30% of the total population, with the major communities coming from Turkey (18%) and Poland (13%).

The definition of migrant in Germany is a testament to the diversity of connotations of the concept across Europe: it refers to people who migrated to Germany after 1949 and people born in Germany with a foreign or German passport, if at least one parent is a foreigner. The term is broader than “Zuwanderer” (immigrant).

Integration is understood as a long-term process aimed at including all people who live in Germany permanently and legally within German society. It has been an important part of migration policy since 2005, when a Minister of State for Integration was introduced in the Chancellery. Integration policies are mainly under the responsibilities of the national and federal state – the Federal Ministry of Interior is responsible for migration and integration, whilst the Federal Ministry of Transport, Building and Urban Development (BVBSM) deals with integration through urban planning – and policies are enshrined in two major legal documents: the Zuwanderungsgesetz (immigration law) of 2005 and the National Integration Plan of 2006.

Following these national laws, the Hamburg Senate agreed on an Action Plan for the Integration of Migrants on 19 December 2006. This was the first time that Hamburg set down a clear definition of approaches and goals for integration policies. Upon the election of a new Senate on 23 March 2011, the Authority for Work, Social Welfare, Family and Integration (Behörde für Arbeit, Soziales, Familie und Integration, BASFI) was created and given the responsibility for integration. Since then, new integration policies are being drafted.

It should be stressed that local authorities do not have the means to financially support migrant self-associations (MSOs) – as they are named in Germany. MSOs are mainly financed through EU, national, federal or civil society funds.

As integration is a far-reaching concept and touches on virtually every policy area, many authorities and official bodies are involved in implementing integration policies at regional and national levels. In Hamburg, “integration specialists” working for the Bureau of Community Management (Fachamt für Sozialraummanagement) were appointed following an administrative reform in 2009. They act as mediators between the MSOs, the administration and potential donors.

A key factor stressed by the country report is that local institutions welcome MSOs as valuable partners in integration work. Because of their close connection with their ethnic or religious communities, engaging MSOs is seen as a way to maximize the outreach capabilities of local integration measures. The recognition of MSOs between their ethnic

communities and the realm of administration and politics is a recent success story. Today, even on the national level, MSOs are sought after partners for authorities and civil society when dealing with issues linked to integration. However, a major obstacle to more intense cooperation is that MSOs often lack professionalism, as they are being run on a voluntary basis and sometimes by people who do not speak German very well.

#### *Assessment across the six criteria*

### **Relevance**

The training programme was generally regarded as relevant by the participants as shown by their post-training evaluation questionnaires. When asked to assess the “relevance of the training programme as regards their daily work” on a scale from 5 (=excellent) to 1 (=poor), half rated the training programme with a 5 and half with a 4. The interviewee stressed that the participants were very happy with the training content and concept, and appreciated the opportunity to gain valuable insight into legislative, financial and institutional procedures. They were also very enthusiastic about the opportunity of having a platform for exchanging their views and best practices among migrant organisations, but were quite upset about the fact that the other MSOs did not attend the training, despite their favourable initial response.

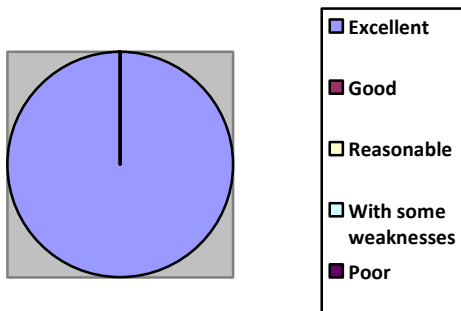


The organiser stressed that the participants appreciated this opportunity to become more entrepreneurial regarding who to approach for funding opportunities, and how to do so. They also discovered an interesting way of making their applications more successful: by cooperating and joining up in their funding application.



The “workshop concept and methodology” was also very positively regarded, with 100% of participants rating this item as “excellent”.

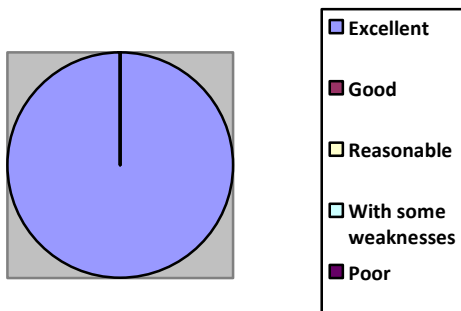
### Workshop concept and methodology



### Effectiveness

Migrant organisations already had an acute awareness of their role in the integration process, as this corresponds to their daily work. But the preparatory files and hand-outs were very much appreciated.

### Preparatory files and handouts



According to the interviewee, the training served IOM's mission by enhancing the knowledge of the migrant organisations on integration policies and tools. Most of the themes and issues identified by the ELCI research components had been integrated in the training, although not systematically. A recurrent trend among countries, which Germany does not escape, is that no women's organisations were present at the training and that gender issues were not talked about. The training provided tools to the participants to get more involved in the policy-making process, which is crucial for them at a time when Hamburg is reshaping its integration policy and the roles of MSOs are increasingly involved in the process. However the interviewee said that integration was not the main focus in Germany as many organisations have been active in this field for years. The objective of the training was rather to bring stakeholders together. Although the quality of the exchanges was high, they regretted that so few had attended.

The training has already sparked a few new initiatives among the participants – another one of the objectives – one organisation has already contacted IOM regarding a possible cooperation with Afghanistan.



## Efficiency

The organiser stressed that a lot of effort was put into the organisation but that the budget was kept as low as possible and that the investment was well worth it seeing how much the training was appreciated by the MSOs. The MSOs stressed how grateful they felt that an organisation was doing something like this for them. It was disappointing however that more did not show up.

The participants provided a full satisfaction rate on the “workshop logistical organisation”, and considered it a very valuable experience to invest one day of their regular activities in the training. However the interviewee suggested that either the agenda should have been respected more drastically to insert all the topics, or that the training should have been longer in order to better integrate discussions and information sessions.



## Outcome

The interviewee said that in her opinion, the training did not change the MSOs’ practices fundamentally as they were already very much engaged with the issues tackled, but that such a platform encouraged them to pursue their efforts as they felt that their activities were appreciated. In the Training Evaluation Questionnaires, two participants said that the training would help them in their collaboration with national authorities.

Positive outcomes indeed came out of the training immediately, as the MSOs were put in contact with a representative of the Ministry of Labour, Social Affairs, Family and Integration.

## Impact

The impact of the activities was rated from neutral to positive. The organiser suggested that the organisations would most probably continue to work as they already did, but with a better knowledge of institutions and a better understanding of whom to approach at the organisational level. She was adamant, however, on the fact that this was difficult to evaluate as, being based in Berlin, she had no contact with the MSOs in Hamburg beyond the training.



## Sustainability

The main sustainable outcome of the training was the potential joint projects between the Ministry and MSOs. Again, it was mentioned that a greater number of participants could have led to more sustainable outcomes in terms of networks created.

The interviewee suggested ways of improving integration processes and dialogue between institutions and MSOs:

- Dedicate more work and time to the active involvement of all parties (civil society, MSOs, migrants, institutions...) in order to learn from each other and go beyond the stereotypical images attached to each;
- Strengthen the dialogue between MSOs and institutions;
- A strong suggestion was for MSOs to work together rather than focusing solely on the community they represent.

### *Overall assessment*

Overall, the training programme was successful. Three participants rated it as excellent and one thought it was good, as shown by the pie chart below. The strongest outcome is clearly the strong ties that were established between the MSOs and the Ministry, which is crucial in this time when Germany is overhauling its integration policies.

**Overall assessment of the workshop**



## 3.7 Cross country comparison

### *Assessment of data collections*

Access to primary and secondary sources varied across the seven countries investigated. Such a degree of variation has had a major impact on the consistency evaluation performed. Indeed, in some cases (such as Poland) it was difficult to back up the interview outcome, because of lack of secondary sources. In other cases (as in Italy), whilst a broad and comprehensive amount of secondary sources were accessed and used to support the analysis, establishing contact with primary sources was more problematic. Nevertheless, a quantity of information has been collected to allow a comparative analysis on the most recurrent themes.

### *Assessment across the six criteria*

**Relevance, interpreted as the “appropriateness of the explicit objectives of an intervention, with regard to the problems the intervention is meant to solve”, is consistent throughout the case study**

Overall the training has been relevant for the vast majority of participants across the seven countries investigated. Italy and Poland exemplify how the training provided knowledge relevant to the daily activities of participants. France is an example of how participants, although familiar with the topics, still valued the learning of new tools and methods. Germany shows the relevance of the training in terms of providing valuable insight into legislative, financial and institutional procedures. In Spain, the repercussion of the financial crisis on migrant organisations was at the centre of the training in order to improve access to resources as well as knowledge of the European legal framework and the European Integration Fund.

This was achieved without a training needs assessment activity (because the project did not require one), but implementing alternative techniques which have proven to be as effective. Indeed, Italy and France relied on selecting trainers who were already familiar with the participants and their organisations so that they could ensure that both training methods and contents were appropriate to the audience. Poland and the Czech Republic, on the other hand, relied on the research component of the project, and particularly on the mapping exercise of the migrant organisations operating in the respective countries. Spain used both territorial and intergenerational criteria to address relevant needs as well as participant inclusiveness.

The “workshop concept and methodology” was also generally positively regarded (e.g. by Italy, Germany and France), whereas training materials were at times criticized (e.g. by Italy).

All case studies felt the audience should be larger and more inclusive and some countries (e.g. France) lamented a lack of special emphasis placed on women’s organisations. On the other hand, in some cases (e.g. Czech Republic) the audience was perceived as “reflecting the different migrant communities”. The best performer in terms of reaching the largest audience was the Spanish case.

**Effectiveness, defined as the extent to which the project achieved its goals, varies across the case study.**

The overall objective of the project is to reinforce the two-way process of integration by shaping the strategies for integration developed by third country nationals and the host society.

The specific objectives of Activity B are:

- a. Empowering migrant organisations and improving their role in the decision making process as it relates to migrant integration;
- b. Strengthening the role of migrant organisations in the process of local governance on integration to develop relevant and sustainable actions to improve the integration of third country nationals;

c. Improving third-country nationals' knowledge of mechanisms of integration in their respective countries.

Based on the above goals, the interviewees stressed that the integration process is a complex one, which needs to take into account a variety of social, political, financial and economic realities. According to them, the training served the mission of the IOM by enhancing the knowledge of the migrant organisations of integration policies and tools (e.g. Germany).

Specifically, in both Poland and Italy, "direct contact with local authorities" is perceived as one of the main achievements. However in Italy, given that only half of the activities foreseen have been implemented, the achievement of the project goals is undermined.

In Spain the effectiveness of the course has been compromised by the focus of the training itself. Indeed, migrant organisations felt that they did not need training on the concept of integration, because that is very well known and established in Spain. They need a focus on tools to enhance political visibility and to achieve democratic representation. Nevertheless, some parts of the training were regarded as effective, mainly those on the European Integration fund and on providing tools to enhance cooperation.

As per **the topic coverage**, the analysis of all countries suggests that "**gender issues**" are not included, with the exception of the Spanish case, where the training content was adapted to gender-related issues.

In some cases (e.g. Italy), effectiveness is undermined also by the **training material** which in some countries has been defined as poor. The confirmation of the important role played by the material comes from France, where the handouts seemed to have played an important role in guaranteeing the understanding of concepts.

In some cases, instances of **more practical exercise and follow-up activities** have been deemed necessary to enhance course effectiveness (e.g. France and Italy)

**Efficiency, understood as obtaining a given output at minimal cost, is the criterion where less information has been available.**

Indeed, the evaluator was not able to access the budget for this particular criterion, thus the cost-effectiveness of the training seminar is primarily assessed by relying on the comments of the partner organisation, which believes the training was done in a cost-effective manner. Specifically the **workshop logistic organisation** was appreciated by most countries (e.g. Italy and France). In the Czech Republic, the fact that the trainers did not request payment enhanced the efficiency of the project.

Other elements of efficiency have pointed to: (i) the necessity of having a **larger audience**, but this has proven to be difficult in both Italy and Poland; (ii) the need of more time dedicated to the training in order to better integrate discussions and information sessions (e.g. Germany); the ability to have the training session at the weekend in order to enable increased attendance (e.g. Spain).

**Outcome, defined as the direct changes expected in participants' lives after the intervention, is the criterion where a strong degree of evenness across countries is identified.**

The assessment suggests that participants felt that the training had changed their approach to their daily activities by showing them new tools and strategies (e.g. Italy and France). In the Czech Republic the main benefits are perceived at the organisational level in terms of "understanding each others' needs". Even in Germany and Spain, where participants were already very engaged and familiar with the issues tackled, they felt the training acted as a stimulus to improve their activities. In Spain, in particular, the project's main direct outcomes were to improve the long-term approach of the migrant organisation strategy as well as to enhance activities in order to build trust.

In some cases, the training outcomes even went beyond this more general effect. For example, in Poland a major development that may have been triggered by the participation of the organisations being trained was the establishment of a Commission for Social Dialogue (CSD).

**Impact, defined as broader consequences affecting direct beneficiaries following the end of their participation in an intervention, may be too early to be estimated.**

Many interviewees have suggested that one long-term impact for the final target population can be identified **as better relations and mutual understanding between migrant organisations and local authorities**. Such impact has been linked to the training and there is wide agreement among interviewees that it will result in improved conditions to migrants themselves (e.g. Italy and Poland). Also, better knowledge of institutions and a better understanding of whom to approach at the organisational level was perceived as a valuable impact of the training (e.g. Germany). Finally, further confederations of migrant associations might be established (e.g. Spain).

**Sustainability, which reflect the long-term maintenance of a project outcome and impact, in respect to environmental, economic and/or social dimensions, is the criterion where a single element stood out, namely: mutual dialogue.**

Indeed, the participants placed a strong emphasis on mutual dialogue and on sharing practices during the seminar which suggests that training may represent the starting point to set up sustainable practices among migrant organisations (e.g. Italy). Follow up activities were highly encouraged in most countries (e.g. France) as well as setting up networks (e.g. Czech Republic), improving dialogue among institutions (e.g. Germany) and increasing lobbying activities (e.g. Spain).

## **4 Evaluation of activity “C) Organization of one training for local authorities from EU countries on integration and civic participation of migrant organisations”**

The process leading to the design and delivery of the training started in December 2011 when IOM France published the Terms of Reference to invite interested trainers (or organisations) to submit a proposal to deliver a 2-day training programme for local authorities from EU countries on integration and civic participation of migrant organisations.

The organisation selected was “Netzwerk Migration in Europa” with two trainers, Dita Vogel and Manuel Assner, in charge of designing and delivering the training.

The training programme took place in Marseille on January 24<sup>th</sup> and 25<sup>th</sup>, 2012 and it was attended by ten participants – drawn from local public administrations – from the seven ELCI partner countries.

The 2-day training session focused on two interlinked issues, namely “Understanding Civic Participation of Migrants” which was tackled in the first day and “Improving Civic Participation of Migrants”, discussed in the second day. Both days had a similar structure, with traditional lectures introducing the relevant theme taking place at the beginning of the training day, followed by interactive sessions, including group works and role plays.

The trainers also provided the participants with handouts with suggestions for further readings on the subject.

### **4.1 Assessment of data collections**

This report draws from the following sources:

#### **11) Primary sources:**

- a. Telephone interview with Ms Joanna Dolinska Dobek (Head of Unit for Children and Family at the Social Policy Department of Warsaw City Hall, beneficiary of Activity C and participant in the training, Poland)
- b. Telephone interview with Mr Attila Molnar (Civil Servant at the Municipality of Budapest, beneficiary of Activity C and participant in the training, Hungary)
- c. Telephone interview with Mr Jiri Vesecki (Manager at the Refugee Facilities, Administration, Ministry of Interior, beneficiary of Activity C and participant in the training, Czech Republic)
- d. Telephone interview with Ms Marta Clas (Responsible of the office and European projects at the Diputació of Barcelona, beneficiary of Activity C and participant in the training, Spain)
- e. Telephone interview with Ms Cécile Delahu (Responsible for the projects on equality and intercultural exchanges at Marie de Roubaix, beneficiary of Activity C and participant in the training, France)

#### **12) Secondary sources:**

- a. Terms of Reference drafted by IOM to recruit the trainers for the assignment

- b. Curriculum Vitae and preliminary calculation of costs responding to the call
- c. List of participants
- d. Preparatory package for participants
- e. Outline of the training programme
- f. PowerPoint presentation of the session “Increasing Civic Participation of Migrants in Local Public Life”
- g. PowerPoint presentation of the session “Understanding Civic Participation of Immigrants”
- h. Handout to participants “Further Reading on Civic Participation of Immigrants in Public Life”
- i. Workshop evaluation by participants

The initial plan of the evaluator was to carry out interviews with one participant from each country; however participants from two countries, namely Germany and Italy, did not respond to the request sent first by IOM France and then by the evaluator. The pool of interviewees is therefore limited to five participants, representing five out of seven countries involved in the training.

## 4.2 Relevance

The training was generally regarded as relevant by the participants. The pie chart below, drawn from the evaluation questionnaires, shows that five out of ten participants thought that the relevance of the training to their daily activity was excellent. Three of them thought it was good and two deemed it be reasonable.

**Relevance of the workshop as regards your daily work**

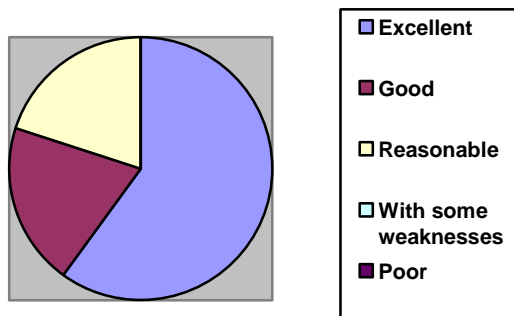


It should be noted that the training was relevant to most of the participants even if an actual training needs assessment was not carried out. None of the interviewees indicated that their selection followed a training needs assessment nor that such a step was foreseen. They all rather concurred that they were selected to take part in the training because of their existing working relationship with IOM – either through ELCI or through prior projects. The absence of a training needs assessment did not therefore prevent the training from being relevant, with the notable exception of the Spanish delegate representing the *provincial* government of Barcelona, who highlighted how the training was not relevant to her “because that was the wrong level of government. [...] The right level of government should be the *municipalities*” (interview with Marta Clas, emphasis added) since in the Spanish institutional framework the provincial level does not work directly with migrants.

The participants showed a high degree of appreciation for both contents and methodology deployed in the training.

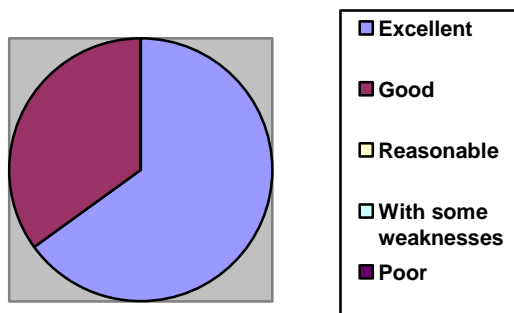
As confirmed by the pie chart below on “Workshop Concept”, the content of the workshop was generally well-received. The Polish participant highlighted how “every discussion contributed to developing knowledge about cooperation”, whilst the Czech representative thought that the training “enriched [him] a lot”. Further, the Hungarian participant recognised that the training may be the “first step [...] of cooperation among [...] migrant organisations and decision makers”. Exceptions to this positive assessment were the Spanish participant who, as anticipated above, did not think that she could use the skills acquired during the training, and, partially, the French participant, who thought that even if the training was “very relevant to [her] daily activities”, she was also aware that her “level of knowledge would exceed the level of information brought in by the trainers”.

**Workshop concept**



Turning to teaching methods, the training programme was delivered by resorting to a variety of teaching techniques, including traditional lectures, role plays and group works. Overall the participants expressed a positive opinion on the trainers’ performance which can be seen as a meaningful proxy to assess positively the teaching techniques that were deployed. When asked to assess which session was found the most interesting, participants provided very diverse responses suggesting that all the sessions (hence all the teaching techniques) played a role in the delivery of the training programme. While some participants valued the most interactive sessions and working groups (eg participant 2: “Creating presentations and working in a group on the topic of motivation of migrant organisations” and participant 4: “First group work on Tuesday: I discover the different approaches of civic participation depend on the country you are working on”), others found traditional lectures to be the most beneficial parts (eg participant 7: “[Dr.] Dita [Vogel]’s first presentation” and participant 3: “[Dr.] Dita [Vogel]’s second day presentation”).

**Trainers' performance**





### 4.3 Effectiveness

The effectiveness of the training returns a rather patchy picture. Interviewees did not agree so much on the effectiveness of the training programme. A potential way to approach this is by looking at the theoretical vs. practical level. At a theoretical level, it can be found a general consensus on the ability of the training to effectively serve the objectives of the project and integrate key issues that were identified in the ELCI research component. Yet, when moving at a practical level, interviewees are divided among those (e.g. Spanish and French participants) who do not think that the training increased their own awareness about the role of migrant organisations, nor that the training encouraged them (and their institutions) to experiment new integration practices. On the other hand, other participants provided a radically different answer to these questions. Indeed, both the Polish and Hungarian participants stressed the important role that the training had in developing their own awareness about the role of migrant organisations and allowed them to propose to their respective institutions new ways of cooperating with migrant organisations. It is noteworthy that in both the Polish and Hungarian cases, the participants were able to provide concrete examples of how the knowledge acquired was effectively deployed. In the Polish case, the training was followed up by the establishment of a CSD (please refer to Poland case study in activity B for further information on this initiative); furthermore the Polish participant also started a cross-departmental platform at the Warsaw City Hall (involving several Departments, such as Social Policy, Education and Culture) to discuss common challenges that they face with respect to the integration of migrants. In Hungary, following the training, the Municipality of Budapest has submitted an application for a European Integration Fund grant and they are also planning to start in autumn 2013 a consultation system with NGOs and civil society to discuss issues related to migration and integration policy.

Further, the participants expressed a very positive opinion of the presentations and teaching material that they were provided (as shown by the pie chart below) suggesting that the training managed to effectively convey the information.

**Preparatory files and handouts**



A specific gender approach was not taken in the design and delivery of the training activity.



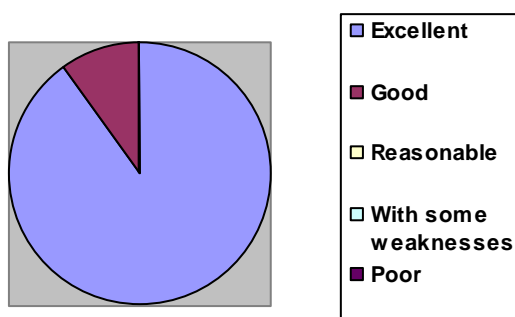
## 4.4 Efficiency

The evaluator was not able to access the budget for this particular activity, thus the cost-effectiveness of the training seminar is primarily assessed by relying on the participants comments. In this respect there is a widespread consensus over the fact that it was worth being away from regular professional activities and investing that time in the training.

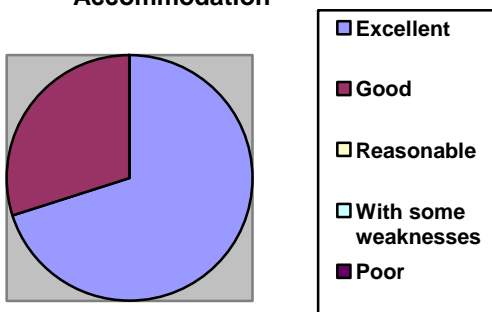
All the participants agreed that the training was very well organised, albeit they are not aware of what level of financial resources were allocated by IOM France to this activity.

The logistics of the training were very highly rated as confirmed by the pie charts below.

**Workshop organisation by IOM**



**Accommodation**



## 4.5 Outcome

In terms of outcome, the interviewees were divided along similar lines as with regards to the assessment of the trainings effectiveness. When asked if they immediately benefited from the training activities, the French and Spanish representatives took a rather sceptical stance and whilst they acknowledged that sharing ideas and networking opportunities are certainly welcome, they do not think that the training gave them major benefits. Conversely, a more enthusiastic stance was taken by the Polish and Hungarian participants who reiterated that the training provided them with immediate benefits that were translated into the establishment of the CSD in Warsaw and the application to the EIF grant in Budapest.

## 4.6 Impact

The impact of the training programme could not be comprehensively assessed by the interviewee as it is perhaps too early to do so. All the interviewees concurred that they only foresee positive impacts triggered by the training programme, yet they were not able to identify concrete examples to back this claim as such impacts are expected to unfold over time

## 4.7 Sustainability

The interviewees did not provide any conclusive claim regarding the sustainability of the initiative. Many of them (e.g. French and Hungarian participants) hope that this project may be a stepping stone for long-lasting collaborations which may also secure continuity of funding. In this respect the Hungarian participant stressed the fact that continued networks rely heavily on availability of funding, thus their sustainability is somewhat precarious.

## 4.8 Conclusion

Overall, the training has been successful. When asked to give an overall assessment of the training, participants were divided between “excellent” and “good” as confirmed by the pie chart below:



Yet, a closer analysis of the primary sources reveals that activity C has partially suffered from the lack of training needs assessments. There is a clear divergence between those participants who felt that they gained significant knowledge in the training and those who did not think the training was useful to them. A more thorough investigation of the participants' needs may have revealed that some of them were ill-suited to take part in the seminars and it may have led to selecting different participants. A more tailored approach to the analysis and selection of the beneficiaries may have certainly made for a more relevant, effective and efficient training.

Also, there is a trend that can be identified. Indeed, in Poland, activity C was much valued compared to Spain or Italy, and this may be linked to the Polish legislative background and perception of migrant organisations. In fact, it was found that some officials had not come into any contact with any migrant organisations and found it difficult to understand their mission independently from that of an NGO. This is also due to the fact that Polish legislation does not define the concept of a ‘migrant organisation’, so no special status is awarded and they are viewed the same as an NGO. Furthermore, migrant organisations are perceived to

be young, small, inexperienced and unprofessional and therefore unreliable partners. All these factors coupled together may have been responsible for the higher perception and appreciation of such kind of training.

## 5 Evaluation of activity “D) Production of one DVD on “Good practices on cooperation”

### 5.1 Assessment of data collections

Activity D entails the production of a DVD on *Integration in Europe: Cooperation of Local Governments and Migrant Organisations, Good Practices*. The DVD aims “to show concrete examples of cooperation between local authorities and migrant organisations at local level” (ELCI DVD Project 2012 presentation). Further, “the DVD, through interviewing local stakeholders contributing to the integration of migrants and filming their actions in the field (so far as possible), will thus be trying to reach its main goal: being an informative tool to raise awareness on the added value of strengthening cooperation between local authorities and migrant organisations” (ELCI DVD Project 2012 presentation).

The DVD presents four case studies – Barcelona (Spain); Marseille (France); Prague, (Czech Republic); Warsaw (Poland) – which have developed innovative approaches to migrant integration. The DVD informs the viewers through short video segments, composed of interviews with representatives from migrant organisations and NGOs and government officials.

The evaluation of activity D relied on the following secondary sources of information:

- 1) The final DVD produced by IOM France;
- 2) The Service Agreement Between The International Organization for Migration and Little Blue Fish on The Production of a DVD in the frame of ELCI project;
- 3) The ELCI DVD Project 2012 presentation by Little Blue Fish.

### 5.2 Background information

*The four case studies are briefly summarized below in a narrative form.*

#### **Barcelona**

The province of Barcelona has seen the creation of a Municipal Council for Immigration, with the goal of promoting immigrant involvement in the integration process. The Council is a response to an increasing need for collaboration between stakeholders, and is made of 40 entities. Its goal is to promote full citizenship and interculturalism. The Council is presented as an illustration of how different stakeholders can create a network and establish cooperation mechanisms. The region of Barcelona has also implemented an *Anti-Rumour Network*, which combats stereotypes and rumours about immigration and migrants. This programme operates in various ways, including the creation of viral videos, public courses designed to promote tolerance, manuals and guides, and is visibly present in the streets to disseminate genuine and official information. Interviewed officials stressed the vital role of migrant organisations’ first-hand experiences in integration policy, and the subsequent

importance of fostering political will to set up partnership mechanisms to involve these organisations. These mechanisms have to be maintained and reinforced to ensure that migrant organisations are used to their full potential.

### **Marseille**

Responsibility for integration is fragmented in France, and is well-organised at regional and local levels. Local authorities in Marseille have set up a regional programme for the integration of immigrant populations (PRIPI), which provides a forum for dialogue on a variety of subjects. Meetings between various stakeholders result in a set of conclusions and recommendations, which are given to the board of PRIPI for consideration and implementation. The PRIPI meetings allow stakeholders to be directly involved in the authorities' policy making decisions. Marseille has various established migrant organisations, such as Hygia, a migrant organisation with a gender focus and programmes aimed at issues of incarceration, society and health for female migrants. It has also launched a community beauty institute which allows migrants to develop useful skills. The local town hall has donated space for them to operate in, and they also have links and contacts with various regional offices. Hygia's work with local authorities illustrate how they can support and help migrant organisations to thrive.

### **Prague**

The Czech Republic has experienced an increase in immigration over the last years, and interviewees acknowledge the infancy of its programmes. The progress made in Prague since then is attributed to the understanding that processes of integration are dependent on the mutual investment of Czech society and migrant communities. The Czech government provides local support for NGOs and migrant communities. The presented migrant organisation, Inbaze Berkát, provides a common space for migrants and Czech society to integrate, supporting activities including language courses, employment and social counselling. The organisation has set up a social enterprise, Ethnocatering, where migrant women cook their native foods and then present it through a formal catering service. Inbaze Berkát, illustrates the possibilities of close cooperation between organisations and the local government; the organisation networks with local authorities through NGO fairs, Ethnocatering, newsletters and representation on the government webpage. Another illustration of an NGO programme is the Next Door Family project, operated by Slovo 21. Through this, they organise lunches between migrants and Czech families, fostering direct links between the two. The Czech government has also created Centres for the Integration of Foreigners in six different locations, which host platforms for stakeholder communication and networking.

### **Warsaw**

Local authorities in Warsaw recognized the importance of the involvement of migrants in integration policies and activities. They oversaw the creation of a *Foreigner's Forum* in 2008, a platform for the active engagement of migrants in civil dialogue and open communication. Stakeholders, including local governing bodies, migrant organisations and NGOs, are invited to collaborate and contribute to extant and developing policies. The platform also allowed stakeholders to engage in mutually beneficial projects, such as training, presenting multilingual information and evaluating the current procedures. Interviewees revealed that migrant representatives and organisations were among the most active during the Forum, and had specific and innovative recommendations on encouraging integration and change. The Foreigner's Forum illustrates how to undertake knowledge exchange between various stakeholders by allowing NGOs to share their experiences and granting local authorities access to grass-root knowledge.

### **5.3 Assessment across the six criteria**

#### **Relevance**

The DVD is relevant to the needs of the beneficiaries. By assessing the research outputs of the ELCI project as well as activities B and C, it emerged clearly that both local authorities and migrant organisations are willing to seek mutual cooperation but that such cooperation is often hindered by a number of factors, including: lack of information from the local authorities on what migrant organisations exactly do; diffidence from migrant organisations on local authorities' willingness to cooperate with them; lack of trust of migrant organisations' professionalism; and poor understanding of migrant organisations needs. The DVD certainly provides a contribution to bridging this gap by showing that cooperation between local authorities can indeed be successfully achieved.

#### **Effectiveness**

The production of the DVD supports the aims of the project through its content as well as through its external potential and it effectively addresses the intended results as discussed in the ELCI application form and in the ELCI DVD Project 2012 presentation. Indeed, the four case studies presented in the DVD clearly "show concrete examples of cooperation between local authorities and migrant organisations" (ibid.) and they promote the salience of the involvement of migrant organisations in the creation of integration policy and cooperation with local authorities. The DVD provides four interesting examples of how migrant organisations can be included and utilized to effectively contribute to integration policy.

#### **Efficiency**

The evaluator could access the budget that was allocated to this activity. According to research of market prices for this type of activity, the product is regarded as cost-efficient. The resources allocated to the production of the DVD were in line with general market prices and the quality of the DVD was high; it was professionally produced, with a clear menu offering the viewer a choice between eight languages for subtitles (Czech, English, French, German, Hungarian, Italian, Spanish and Polish), and between the four different country video reports. The video reports are approximately 6 minutes long, with clear footage of the speakers and good sound quality. The video reports also presents interesting background footage of relevant activities and the subject city. They were clearly divided into 'chapters', introduced by the presentation of a question, to which the interviewee would respond. Presentation through this style ensured that all relevant information was conveyed in the short timespan of the video.

Potential for improvement has been identified with regards to the following aspects: the video reports started and ended with upbeat clapping music, which was also used as background music during the presentation of the 'chapters'. The music was loud and distracted from the questions, and occasionally affected the clarity of the speaker after. The interviews were either conducted in English, or in the speakers' native language. Where the language differed from the one chosen in the menu, subtitles appeared in orange. The subtitles were extremely difficult, if not impossible, to read at times. This was due to the colour and size of the letters once superimposed on the changing video background. There were also occasional typos and errors in the text.

#### **Outcome**

There are no grounds at present to assess the outcome of the DVD.

### **Impact**

The DVD certainly succeeds in showing good practices of integration and by doing so it may have an impact in terms of “rais[ing] awareness on the added value of strengthening cooperation between local authorities and migrant organisations”. Yet, it has been noted that the stories particularly focus on the outcome of the different initiatives, and not so much on the process leading up to the establishment of such initiatives. This focus on the product – rather than on the process – may certainly support the raising awareness purpose of the activity, but it may somewhat fall short of supporting the potential for replicability of these initiatives.

### **Sustainability**

It has been noted that the DVD has a potential for sustainability. Thanks to its good quality and enjoyable story lines, the best practices presented in the DVD may certainly represent examples that other organisations may want to follow in the future. Yet, the sustainability of this activity largely depends on how IOM France will design a follow up campaign; in order to make the product sustainable, actions need to be taken to maximise its visibility through soft channels (eg the internet, social networks, etc.) as well as hard channels (eg it can be presented in conferences, it can be sent to key-stakeholders, etc.). A publicity plan is indeed foreseen by the ELCI grant application, which states that “[...] the video produced during the project will be disseminated via project partners' networks. Thus, [it] will be disseminated among others, to NGOs engaged in integration activities, relevant ministries and other governmental bodies, local and regional authorities, and international organisations, including the UN” (Integration Fund Community Actions 2009:17). However, at present the evaluator does not have any information on the visibility or dissemination plan that IOM France intends to deploy, thus the sustainability of the product cannot be currently assessed.

## **5.4 Overall assessment**

The DVD is well done and it certainly conveys the message it aimed to promote. It has been noted that minor improvements could be made with respect to some technical features of the product (eg clearer subtitles) and that, in the presentation of the best practices, more attention could have been paid to the process leading up to the establishment of the best practice, to allow for greater potential for replicability.

## 6 Summary of findings and recommendations

The assessment of Activities B and C has suffered from different degrees of data availability, preventing the evaluation from triangulating results in order to ensure reliability of the findings. Nevertheless, a mix of content analysis and interviews coupled with the evaluators' expertise have informed the answers to the ToR evaluation questions. Below is a summary of such findings.

ToR Evaluation Questions	Summary of findings
<b>Is the overall project design appropriate for participating in the advancement of the integration of third-country nationals in EU Member States?</b>	<p>Given the different backgrounds and experiences of countries with migrant organisation integration processes, the training design satisfied the needs of less experienced countries such as Poland and the Czech Republic. However, for countries like Spain or France, very familiar with and advanced in the integration process, the training design appeared less relevant. These countries would have benefited more from a tailored training based on their specific needs (e.g. in the case of Spain a focus on the democratization process)</p>
<b>Are project activities planned and implemented so as to contribute to empower (third country) migrant organisations to address issues of integration?</b>	<p>Given that the level of empowerment of the migrant organisations varies across the seven countries involved, the results for this respect have been different in each specific country. For example in Poland, where migrant organisations are perceived as “young, small and unprofessional”, the training served as an opportunity for those organisations to establish contact with the institutions and local authorities. The same positive impact of the training was acknowledged by the Czech Republic where the training had the major impact of bringing organisations together in order to understand each others' needs and establish mutual dialogue. Also, in advanced countries such as Spain, where migrant organisations are well established, the training provided an opportunity to better understand how to access funds to plan a longer term strategy that can be more powerful than their current annual strategies.</p>
<b>Is the quality of the training and DVD production activities guaranteed, the content relevant to the objective?</b>	<p>Relevance is one of those criteria that have been consistent across all the countries. All of the countries in different degree agreed that the training provided useful knowledge for their daily activities. This varied as follows: Italy and Poland exemplify how the training provided knowledge relevant for participants' daily activities. France is an example of how participants, although familiar with the topics, still valued learning new tools and methods. Germany shows the relevance</p>



	<p>of the training in terms of providing valuable insight into legislative, financial and institutional procedures. In Spain, the repercussions of the financial crisis on migrant organisation were at the centre of the training in order to improve access to resources as well as knowledge of the European legal framework and the European Integration Fund.</p> <p>The DVD displays some positive relevance. By showing good practices of integration, it raises awareness of the added value of strengthening cooperation between local authorities and migrant organisations. Some countries (e.g. Spain) perceived the DVD as a good marketing operation to disseminate the project's aims at international level. Nevertheless, the specific relevance of the DVD for daily activity is rated a bit lower. Indeed, a deeper analysis was required to address specific country issues and more attention could have been paid to the process leading up to the establishment of best practice, to allow for greater potential for replicability.</p>
<b>Are the specific methods applied for conducting the training in the different ELCI partner countries appropriate in terms of capacity building and constructive knowledge sharing among participants on integration-related issues?</b>	<p>The evaluator was not able to reach participants, so that assessment of this specific question relies on the participant questionnaires. Such assessment suggests that participants were satisfied with both workshop concept and methodology.</p>
<b>Have the specific integration related topics and issues identified by the ELCI research component been properly integrated in the training and in the production of the DVD?</b>	<p>As per the topic coverage, the analysis of all countries suggests that most of the issues identified by the ELCI research component were properly integrated in the training, except "gender issues".</p> <p>Spain was the only country where the contents of the training were adapted to gender-related issues and representative organisations were invited.</p>
<b>To what extent does the dialogue between official institutions and migrant organisations on integration-related issues take place during the project?</b>	<p>During the project, mutual dialogue between official institutions and migrant organisations emerged as one of the main benefits. This has been the case in all the countries covered, with particular benefit for those countries (as with Poland or the Czech Republic) where dialogue had been minimal and sporadic.</p>
<b>Is the diversity of the target population properly reflected in the selection of beneficiaries of the training?</b>	<p>The selection of beneficiaries has varied across the seven countries assessed, reflecting different degrees of inclusiveness. The main problem in ensuring that the target population was properly reflected in the selection of beneficiaries can be identified in the</p>



	<p>difficulty of establishing contacts with many organisations. This was the case for Italy. Indeed, even though Sunugal is an association working only with Senegalese migrants (interview with Lindsay Willoughby), for the purpose of this training, Sunugal reached participants beyond their usual target, resulting in representatives from North Africa, Central Africa and South America attending the training. Whilst this denotes an effort made by the partner organisation to go beyond their usual target, it is also noted that large communities of migrants as identified by the research component of the project in Lombardy were not represented. These mostly include communities from South-East Europe (e.g. Albania, Romania) and the former Soviet Union (e.g. Ukraine).</p> <p>In other cases, reaching out to a broader spectrum of migrants was easily achieved. That is the case for France and Spain. The latter can be considered highly successful in covering the diversity of the population. Indeed, different criteria have been deployed to map migrant organisations and thus select the participants. Among these criteria the territorial dimension ensured that all the continents from which migrants come were taken into consideration, while the intergenerational dimensions secured that students and young migrant organisations were also invited to the training in order to preserve culture. The coverage of beneficiaries was also secured by engaging with small migrant organisations together with gay and lesbian migrant organisations. The only communities that were not invited were China and Pakistan, because they did not have representatives.</p>
<p><b>Has the project been implemented efficiently, i.e. have resources been spent reasonably and with a view to maximizing the quality and effect of project activities? Would alternate approaches have provided for better efficiency (if so, which?)?</b></p>	<p>The evaluator was not able to access the budget for this particular criterion, thus the cost-effectiveness of the training seminar is primarily assessed by relying on the comments of the partner organisations, who believe the training was done in a cost-effective manner.</p> <p>Specifically the workshop logistic organisation was appreciated by most countries (e.g. Italy and France). In the Czech Republic, the fact that the trainers did not request payment enhanced the efficiency of the project.</p>
<p><b>To what extent are outcomes of the training sustainable, i.e. how/where are the dialogue likely to continue beyond the ELCI project and to further</b></p>	<p>From the assessment of each country's training it emerges that this project is seen as a stepping stone for long-lasting collaborations which may also secure continuity of funding. Indeed, better relations and mutual understanding between migrant organisations</p>

<p><b>contribute to developing/intensifying cooperation between migrant organisations and local authorities?</b></p>	<p>and local authorities has been considered as one of the main sustainable outcomes of the project. This has led to a better understanding of whom to approach at the organisational level.</p> <p>Also, the participants placed a strong emphasis on mutual dialogue and on sharing best practices during the seminar, which suggests that training may represent the starting point to set up sustainable practices among migrant organisations (e.g. Italy). Follow up activities were highly encouraged in most countries (e.g. France) as well as setting up networks (e.g. Czech Republic), improving dialogue among institutions (e.g. Germany) and increasing lobbying activities (e.g. Spain).</p>
<p><b>Are project activities likely to have a mid or long-term impact on the migrant organisations in the participating countries?</b></p>	<p>The main impacts of the project activity can be grouped in four main categories:</p> <ul style="list-style-type: none"> <li>(i) improved dialogue among local authorities and immigrant organisations;</li> <li>(ii) enhanced knowledge of tools and funding to improve integration of migrant organisations;</li> <li>(iii) increased trust among all the institutions involved;</li> <li>(iv) better understanding of each organisation's and institution's needs.</li> </ul> <p>All of the above will result in improved conditions to migrants themselves.</p> <p>Examples of the long term impact can be seen in Poland, where as a consequence of the training a Commission for Social Dialogue (CSD) was established. Ten organisations joined forces to create a CSD, which involves local authorities as well, and meets periodically to tackle issues related to migration and integration.</p> <p>Also, in Spain a long term impact is identified in the approach to the long term strategy, which has always been on an annual basis but is now moving to a multiannual basis in order to guarantee more consistency and be less affected by possible political changes.</p>

Based on the above findings related to the ToR evaluation questions, some recommendations emerge:

*Integration may largely benefit from:*

- **more publicity** of good practices and good news, in order to recognise the valuable work carried out by migrant organisations, who fill in the gaps left by state policies on the local level;
- an **increase in the contact points between migrant and host communities** in a “neutral” domain and to approach the relationship from a bottom-up perspective;

- **a simplified, stable integration policy** – currently organisations and individuals get lost in the administrative complexities of frequently changing policies;
- **the integration of gender questions in public policies** to avoid negative impact of policies on migrant women, who tend to be the victims of a two-fold discrimination: as migrants and as women;
- **avoiding differentiating migrant organisations from other civil society organisations** – i.e. allow them to have a normal associative life. In some countries at the moment migrants are not allowed to set up organisations;
- **allowing citizen participation of migrants**. This is a key point, which institutions have only recently been starting to explore, and which there is still trouble looking at from a global level. For the moment, immigration is mainly looked at through social and economic lenses, when citizenship (understood as the right to vote, or the feeling to be part of a society) is at least as important;
- **Creating opportunities** and spaces for dialogue.

#### *Inclusiveness*

In order to **involve more associations** and to further disseminate the results of the seminar, the following recommendations are made:

- **the mapping exercise** should be based on organisational needs assessment. This will maximize the attractiveness of the training and its relevance to the daily activities of participants.
- **“to have more meetings and more time”** will increase participants’ attendance.
- scheduling this kind of initiative on festive days may help to reach a broader audience.

## 7 Annex

### 7.1 Annex I: List of interviews

Country	Partner/ Institution	Name of Focal Point	Activity
Spain	Diputacion de Barcelona	Marta CALS	C
	Associacio Socio Cultural Ibn Batuta (NGO)	Fatima AHMED Alessia COMINATO	B
	International Organization for Migration	Teresa BOTELLA	B
Germany	International Organization for Migration	Danijela-Jelena MEDVED	B
France	Ville de Roubaix	Cecile Dehalu	C
	Forum Femmes Méditerranée (NGO)	Esther Fouchier	B
	FORIM (NGO)	Lamine Traoré Adeline Mazier	B
Italy	SUNUGAL (NGO)	Lindsay Willoughby	B
Czech Republic	SLOVO 21 (NGO)	Lidija GREBO	B
	Refuge Facilities Administration - Ministry of Interior	Jiri VESECKY	C
	International Organization for Migration	Marie RIHOVA	B
Hungary	City of Budapest	Attila MOLNAR	C
	International Organization for Migration	Balazs LEHEL	B
Poland	City Hall of Warsaw	Joanna DOLINSKA DOBEK	C
	Stowarzyszenie Interwencji Prawnej (NGO)	Ewa GRZEGRZOLKA	B

## 7.2 Annex II: Interview guide

### Interview guide activity B : Partners

Ex post evaluation “European Local Cooperation for Integration” (ELCI) project

Evaluation of “Organization of national capacity building trainings for migrants organisations, and of opportunities to meet with local authorities” (Activity B )

Purpose of Activity B: Reinforcing the capacity of migrant organisations to contribute positively in integration processes

Interview guideline

Partners

Organisers and Trainers

Name of the interviewed:

Number of the interview (a specific code per country and activity):

Name of the interviewer:

Date of the interview:

Country:

Organization:

Role of the interviewed in the organisation:

Age:

Nationality:

### **Section 1: Relevance of training against participants and migrants organisations needs.**

1. How have you selected the participants to the trainings?
2. Was a pre assessment of their learning needs carried out?
3. Was a pre assessment of migrant organisations needs carried out?
4. Were the methods applied appropriate to the audience as a whole?
5. Was the training appropriate to the specific profile of migrant organisations and of the hosting country?
6. Have the contents of the training served the overall mission of migrant organisations? How?
7. Were the training contents appropriately declined according to the community that beneficiaries of the trainings represented, especially regarding integration issues and participation to the public life?
8. Is the diversity of the target population properly reflected in the selection of beneficiaries of the trainings? (i.e. the participants of the trainings represents the variety of the migrant communities present in the hosting country)
9. To your point of view are the specific methods applied for conducting the trainings appropriate in terms of capacity building and constructive knowledge sharing among participants on integration-related issues? How?

### **Section 2: Effectiveness of the trainings against project objectives**

10. Did the training increase the self-awareness of migrant organisations about their role in the integration process? To what extent?
11. In your view has the wide knowledge of participants and organisations improved in relation to the mechanisms, legal and informative tools for integration of the EU hosting countries? If not, why? If yes to what extent?
12. Has migrant organisations' knowledge about funding possibility improved? If not, why? If yes to what extent?
13. Did the training encouraged migrant organisations to propose and experiment new actions of integration that can be defined as successful? (Please give some examples, if you know)
14. Did the training enable a better involvement of migrants organisations in the policy making process of the local institutions? If not, why? If yes to what extent?
15. Did the dialogue among migrant organisations and official local institutions take place during the project? If not, why? If yes to what extent?
16. Have the contents of the training served the overall mission of IOM organisation and/or NGOs as partners of the project?
17. Overall, do the contents of the trainings successfully serve the objectives of the project<sup>7</sup>?

<sup>7</sup> The overall objective of the project is to reinforce the two-way process of integration by shaping the strategies for integration developed by third country nationals and host society.

The specific objective of Activity B is:

- a. Empowering migrants organizations and improving their role in the decision making process as it relates to migrant integration;
- b. Strengthening the role of migrant organizations in the process of local governance on integration to develop relevant and sustainable actions to improve the integration of third country nationals;
- c. Improving third- country nationals knowledge on mechanism of integration in their respective country.

18. Did the project success in applying gender related approaches? (i.e. involving women migrant organisations).
19. Have the specific integration related topics and issues<sup>8</sup> identified by the ELCI research component been properly integrated in the trainings?

### **Section 3: Efficiency against cost and participants commitment**

20. In your view, considering that the training committed the participants one day of their regular activities, was it worth to be attended? If not, why?
21. In your view, given the level of resources invested has been the training efficient? If not, why? (as far as you know about the cost the training)
22. Would alternate approaches have provided for better efficiency, (if so, which?)?

### **Section 4: Outcome and changes on beneficiaries**

23. In your view, did the organisations immediately benefit from the project activities? In which way?
24. In your view, can improvement of knowledge and changes (if any) occurred in the organisations be imputed to the training with regard to the following topics and areas: (how and to what extent, give some examples)

European principle of integration

<sup>8</sup> *ELCI research component topics and issues are:*

- a. Topics
  - Definition of concepts: *migrant, integration* and *migrant organizations*
  - Trends and channels of immigration
  - Institutional and legislative frameworks for integration
  - Systems of implementation of integration and related implementation bodies.
- b. Issues
  - Integration as specific component or mainstreamed in the immigration policy of ELCI partners country
  - Degree of cooperation among national, regional and local domestic governments regarding integration
  - Role played by local authorities regarding integration (migration policies or policies for the migrants; governance of integrations; local integration policies and plans)
  - Consultations among local authorities and civil society on the topic of integration
  - Inclusion and democratic representation of the migrant organizations in the strategy and policy decision making for migration and integration at local level.
  - Position and effectiveness of official authorities as a regard to support and cooperation with migrant organizations
  - Level of creation of official migrant organizations in country that have recently became places of immigration (EU-15)
  - Willingness of the migrant organizations to contribute to the integration process (obstructing and facilitating factors)
  - Resources and funds for migrant organizations
  - Type of activities implemented by migrant organizations (more attention to survival issues or active participation issues to the host community, depending on the maturity of migration process)
  - Role of women migrant organizations.
  - Modalities and factors of cooperation (and lack of) among local authorities and migrant organizations



Conceptualization of integration in a given EU country  
 EU member states national policies for integration  
 Structure of the authorities for integration  
 Strategy and action plans for NGOs and migrant organisations (where present)  
 Exploring possibility for a major involvement of migrants organisation (consultative or elective role)  
 Conditions of funding for organisation and related areas of activity: language courses, training and education, recognition of foreign diplomas  
 Methodology to apply for funding and projects  
 Developing strategy for the involvement of local authorities in migrant organisations' activities  
 Developing measures and strategies for integration  
 Implementation of new services for integration  
 Support and publicity for integration toward target population

<b>Section 5: Impact on beneficiaries and targeted population (migrant organisations and individuals)</b>
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25. Is the training likely to lead to positive, negative and unexpected impacts on migrant organisations ? (Please describe the impacts)
26. Is the training likely to lead to positive impacts, negative and unexpected on the final targeted population that the organisations involved represent? (Please describe the impacts)
27. In your view, have the training indirectly contributed to improve the knowledge of third –country nationals on integration and the related underlying process?

<b>Section 6: Sustainability of the outcomes and changes triggered by the projects</b>
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28. In your view, are participants sharing practices with the other participants and organisations/ institutions of the training? If yes in which form? (i.e. network and common learning platforms).
29. Did the training encouraged migrant organisation to set sustainable actions of integration? (Please give some examples)
30. To what extent are outcomes of the trainings sustainable, i.e. how/where is the dialogue likely to continue beyond the ELCI project and how will it further contribute to developing/intensifying cooperation between migrant organisations and local authorities?
31. Do you have any suggestions to improve the training?
32. Do you have any suggestion to strength the dialogue among local institutions and migrant organisations?
33. Do you have any suggestion to enhance involvement of migrant organisations in civil society?
34. Do you have any suggestion to ameliorate integration as whole?

## **Interview guide activity B : Participants**

Ex post evaluation “European Local Cooperation for Integration” (ELCI) project

Evaluation of “Organization of national capacity building trainings for migrants organisations, and of opportunities to meet with local authorities” (Activity B )

Purpose of Activity B: Reinforcing the capacity of migrant organisations to contribute positively in integration processes

Interview guideline

Participants

Name of the interviewed:

Number of the interview (a specific code per country and activity):

Name of the interviewer:

Date of the interview:

Country:

Organization: (Please specify if it is a women migrant organisation)

Role of the interviewed in the organisation:

Age:

Nationality:

### **Section 1: Relevance of training against participants and migrants organisations needs.**

1. How have you been selected to participate to the training?
2. Was a pre assessment of your learning needs carried out?
3. Was a pre assessment of your organisation needs carried out?
4. Was the training relevant for you daily activity? To what extent?
5. Were the contents of the training appropriate to your level of knowledge?
6. Did the training enriched your personal knowledge and skills, if yes to what extent? (Please indicate what is the most important knowledge and skill that you gained during the training?)
7. Are you currently deploying the training contents in your daily activity (Please give some examples)?

8. Did the trainings respond to your expectations? (What you have learned and what you were expecting to learn, please indicate mismatches and alignments)
9. Were the methods applied appropriate to the audience as a whole?
10. Was the training appropriate to the specific profile of your organisation and of the hosting country?
11. Has the contents of the training served the overall mission of your organisation ?
12. Were the training contents appropriately declined according to the community that your organisation represents regarding integration issues and participation to the public life?
13. Is the diversity of the target population properly reflected in the selection of beneficiaries of the trainings? (i.e. the participants of the trainings represents the variety of the migrant communities present in the hosting country)
14. To your point of view are the specific methods applied for conducting the trainings appropriate in terms of capacity building and constructive knowledge sharing among participants on integration-related issues?

## Section 2: Effectiveness of the trainings against project objectives

15. Did the training increase your awareness about the role that your organisation might play in the integration process? To what extent?
16. Has the wide knowledge of your organisations improved in relation to the mechanisms, legal and informative tools for integration of the EU hosting countries? If not, why? If yes to what extent?
17. Has the knowledge about funding possibility for your organisation improved? If not, why? If yes to what extent?
18. Did the training encouraged you and your institution to propose and experiment new actions of integration that can be defined as successful? (Please give some examples)
19. Did the training enable to better involve your organisations in the policy making process of the local institutions? If not, why? If yes to what extent?
20. Did the dialogue with official local institution take place during the project? If not, why? If yes to what extent?
21. Overall, do the contents of the trainings successfully serve the objectives of the project<sup>9</sup>?
22. Have the specific integration related topics and issues<sup>10</sup> identified by the ELCI research component been properly integrated in the trainings?

<sup>9</sup> The overall objective of the project is to reinforce the two-way process of integration by shaping the strategies for integration developed by third country nationals and host society.

The specific objective of Activity B is:

- a. Empowering migrants organizations and improving their role in the decision making process as it relates to migrant integration;
- b. Strengthening the role of migrant organizations in the process of local governance on integration to develop relevant and sustainable actions to improve the integration of third country nationals;
- c. Improving third- country nationals knowledge on mechanism of integration in their respective country.

<sup>10</sup> ELCI research component topics and issues are:

- a. Topics
  - Definition of concepts: *migrant*, *integration* and *migrant organizations*
  - Trends and channels of immigration
  - Institutional and legislative frameworks for integration
  - Systems of implementation of integration and related implementation bodies.
- b. Issues

### Section 3: Efficiency against cost and participants commitment

23. In your view, considering that the training committed the participants one day of their regular activities, was it worth to be attended? If not, why?
24. In your view, given the level of resources invested has been the training efficient? If not, why? (as far as you know about the cost the training)
25. Would alternate approaches have provided for better efficiency, (if so, which?)?

### Section 4: Outcome and changes on beneficiaries

26. Did you immediately benefit from the project activities? In which way? (i.e. your role change in your organisation?)
27. Can improvement of knowledge and changes (if any) occurred in your organisation be imputed to the training with regard to the following topics and areas: (how and to what extent, give some examples)
  - European principle of integration
  - Conceptualization of integration in a given EU country
  - EU member states national policies for integration
  - Structure of the authorities for integration
  - Strategy and action plans for NGOs and migrant organisations (where present)
  - Exploring possibility for a major involvement of migrants organisation (consultative or elective role)
  - Conditions of funding for organisation and related areas of activity: language courses, training and education, recognition of foreign diplomas
  - Methodology to apply for funding and projects
  - Developing strategy for the involvement of local authorities in migrant organisations' activities
  - Developing measures and strategies for integration
  - Implementation of new services for integration
  - Support and publicity for integration toward target population

- 
- Integration as specific component or mainstreamed in the immigration policy of ELCI partners country
  - Degree of cooperation among national, regional and local domestic governments regarding integration
  - Role played by local authorities regarding integration (migration policies or policies for the migrants; governance of integrations; local integration policies and plans)
  - Consultations among local authorities and civil society on the topic of integration
  - Inclusion and democratic representation of the migrant organizations in the strategy and policy decision making for migration and integration at local level.
  - Position and effectiveness of official authorities as a regard to support and cooperation with migrant organizations
  - Level of creation of official migrant organizations in country that have recently became places of immigration (EU-15)
  - Willingness of the migrant organizations to contribute to the integration process (obstructing and facilitating factors)
  - Resources and funds for migrant organizations
  - Type of activities implemented by migrant organizations (more attention to survival issues or active participation issues to the host community, depending on the maturity of migration process)
  - Role of women migrant organizations.
  - Modalities and factors of cooperation (and lack of) among local authorities and migrant organizations

**Section 5: Impact on beneficiaries and targeted population (migrant organisations and individuals)**

28. Did you adapt your work / approach with local authorities after the training ? If not, why? If yes , why and to what extent?
29. Is the training likely to lead to positive, negative and unexpected impacts on your organisation ? (Please describe the impacts)
30. Is the training likely to lead to positive impacts, negative and unexpected on the final targeted population that your organisation represents and supports ? (Please describe the impacts)
31. Have the training indirectly contributed to improve the knowledge of third –country nationals on integration and the related underlying process?

**Section 6: Sustainability of the outcomes and changes triggered by the projects**

32. Are you and your organisation sharing practices with the other participants and institutions to the training? If yes in which form? (i.e. network and common learning platforms).
33. Did the training encouraged you and your institution to set sustainable actions of integration? (Please give some examples)
34. To what extent are outcomes of the trainings sustainable, i.e. how/where is the dialogue likely to continue beyond the ELCI project and how will it further contribute to developing/intensifying cooperation between migrant organisations and local authorities?
35. Do you have any suggestions to improve the training?
36. Do you have any suggestion to strength the dialogue among local institutions and migrant organisations?
37. Do you have any suggestion to enhance involvement of migrants organisation in civil society?
38. Do you have any suggestion to ameliorate integration as whole?

## **Interview guide activity C**

I

Ex post evaluation “European Local Cooperation for Integration” (ELCI) project

Evaluation of the “Organization of the training for local authorities from EU countries on integration and Civic participation of migrant organisations in public life”  
24&25 January – Marseille – France (Activity C)

Purpose of Activity C: Enhance the dialogue and exchange of good practices between European authorities responsible for integration measures, notably taking place at local level.

Interview guideline

Name of the interviewed:

Number of the interview (a specific code per country and activity):

Name of the interviewer:

Date of the interview:

Country:

Institution:

Role of the interviewed in the institution :

Age:

Nationality:

### **Section 1: Relevance of training against participants and organisations needs.**

1. How have you been selected to participate to the training?
2. Was a pre assessment of your learning needs carried out?
3. Was a pre assessment of your institution needs carried out?
4. Was the training relevant for you daily activity? To what extent?
5. Were the contents of the training appropriate to your level of knowledge?
6. Did the training enriched your personal knowledge and skills, if yes to what extent?  
(Please indicate what is the most important knowledge and skill that you gained during the training?)
7. Are you currently deploying the training contents in your daily activity (Please give some examples)?
8. Did the workshop respond to your expectations? (What you have learned and what you were expecting to learn, please indicate mismatches and alignments)

9. Were the methods applied appropriate to the audience as a whole?
10. Was the training appropriate to the specific profile of your institution?
11. Has the contents of the training served the overall mission of your institution?
12. Were the training concepts appropriately declined according to the community, organisation and country of migrants you work with? regarding integration issues?

<b>Section 2: Effectiveness of the trainings against project objectives</b>
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13. Did the training increase your awareness about the role of migrant organisations? To what extent?
14. Did the training enable to better involve migrant organisations in the policy making process in which your institution does take part?
15. If yes to what extent? If not, why?
16. Did the training encouraged you and your institution to experiment new integration practices that can be defined as successful? (Please give some examples)
17. With specific regard to women migrant organisations and gender related approach, is the approach of your institution now more inclusive as consequence of the training activity?
18. Overall, do the contents of the trainings (and DVD production) successfully serve the objectives of the project<sup>11</sup>?
19. Have the specific integration related topics and issues<sup>12</sup> identified by the ELCI research component been properly integrated in the trainings (and in the production of the DVD)?

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<sup>11</sup> *The overall objective of the project is to reinforce the two-way process of integration by shaping the strategies for integration developed by third country nationals and host society.*

*The specific objectives of Activity C are:*

- a. Promoting better awareness among local authorities regarding the valuable role that migrant organizations should play in the process of integration.
- b. Consolidating the knowledge and the capacities of relevant authorities in cooperating in a more systematic way with migrants organizations.
- c. Sharing integration practices to enhance the dialogue and exchange of good practices between European authorities responsible for integration measures (notably taking place at local level).

<sup>12</sup> *ELCI research component topics and issues are:*

- a. Topics
  - Definition of concepts: *migrant*, *integration* and *migrant organizations*
  - Trends and channels of immigration
  - Institutional and legislative frameworks for integration
  - Systems of implementation of integration and related implementation bodies.
- b. Issues
  - Integration as specific component or mainstreamed in the immigration policy of ELCI partners country
  - Degree of cooperation among national, regional and local domestic governments regarding integration
  - Role played by local authorities regarding integration (migration policies or policies for the migrants; governance of integrations; local integration policies and plans)
  - Consultations among local authorities and civil society on the topic of integration
  - Inclusion and democratic representation of the migrant organizations in the strategy and policy decision making for migration and integration at local level.
  - Position and effectiveness of official authorities as a regard to support and cooperation with migrant organizations



### **Section 3: Efficiency against cost and participants commitment**

20. In your view, considering that the training committed the participants two days of their regular job activity, was it worth to be attended? If not, why?
21. In your view, given the level of resources invested has been the training efficient? If not, why? (as far as you know about the cost the training)

### **Section 4: Outcome and changes on beneficiaries**

22. Did you immediately benefit from the project activities? In which way? (i.e. your role change in your institution?)
23. Can the changes (if any) occurred in your institution be imputed to the training with regard to the following areas: (how and to what extent, give some examples)

Conceptualization of integration  
 Strategy and action plans for integration  
 (Different strategy for different group of migrant organisations, in different migration phases).  
 Developing measures for integration (consultative arena for migrants and mainstream organisations)  
 Implementation of new services for integration  
 Actions to better know migrant organisations  
 Support and publicity for integration  
 Major involvement of migrants organisation (consultative or elective role)  
 Studying, monitoring and evaluating process of integration and role of migrant organisations

### **Section 5: Impact on beneficiaries and targeted population (migrant organisations and individuals)**

24. Did you adapt your work / approach with migrant organisations after the training ? If yes why? If no why?
25. Is the training likely to lead to positive, negative and unexpected impacts on your institution? (Please describe the impacts)
26. Is the training likely to lead to positive impacts, negative and unexpected on the final targeted population of your institutions (i.e. migrants organisation and individuals? Specify whether the logic of the institution is directed to the involvement of migrant organisations or individual migrants)

### **Section 6: Sustainability of the outcomes and changes triggered by the projects**

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- Level of creation of official migrant organizations in country that have recently became places of immigration (EU-15)
  - Willingness of the migrant organizations to contribute to the integration process (obstructing and facilitating factors)
  - Resources and funds for migrant organizations
  - Type of activities implemented by migrant organizations (more attention to survival issues or active participation issues to the host community, depending on the maturity of migration process)

27. Are you and your institutions sharing practices with the other participants and institutions to the training? If yes in which form? (i.e. network and common learning platforms).
28. To what extent are outcomes of the trainings sustainable, i.e. how/where is the dialogue likely to continue beyond the ELCI project and how will it further contribute to developing/intensifying cooperation between migrant organisations and local authorities?
29. Do you have any suggestions to improve the training?
30. Do you have any suggestion to strength the dialogue among local institutions and migrant organisations?
31. Do you have any suggestion to enhance involvement of migrants organisation in civil society?
32. Do you have any suggestion to ameliorate integration as whole?

### 7.3 Annex III: List of documents consulted

Integration Fund Community Actions 2009. Grant Application Form. JLS/2009/EIFX/CA. EUROPEAN COMMISSION. DIRECTORATE-GENERAL JUSTICE , FREEDOM AND SECURITY. Directorate B : Immigration and Asylum. Unit B4 : Financial support - Immigration and Asylum

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#### France

Forum des Organisations de Solidarite Internationale issues des Migrations (FORIM). *Contribution Locale des Associations de Migrants pour l'Integration, Country Report France.* Study on European Local Cooperation for Integration ELCI, IOM France.

Forum Femmes Mediterranee. *La Contribution Local des Associations de Femmes Migrantes pour l'Integration, Country Report France.* Study on European Local Cooperation for Integration ELCI, IOM France.

Rerolle, Antoine; Ruinart, Fanny. *Document Préparatoire pour l'Etude Comparative ELCI Questionnaire national sur les politiques nationales et locales sur l'intégration et sur les Organisations de migrants.* Cooperation Locale Européenne Pour l'Integration, Annex 1. IOM France.

#### Poland

*Local Authorities and Migrant Organisations, Country Report Poland.* Study on European Local Cooperation for Integration ELCI, IOM France.

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#### Italy

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#### Czech Republic

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*NGO Slovo 21. The Local Contribution of Migrant Organisations to Integration, Country Report Czech Republic.* Study on European Local Cooperation for Integration ELCI, IOM France.

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