

A project co-financed by the
EU Programme INTI - Integration of Third Country Nationals
and co-ordinated by the
International Migration Department of the ILO

***Promoting Equality in Diversity:
Integration in Europe***

Ex-post Evaluation Report

Anna Lucia Colleo
June 2006

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Introduction to the Review

Beneficiaries

The European Commission's DG for Freedom, Security and Justice, responsible for the *INTI – Integration of Third Country Nationals Programme*, which co-financed this project.

The International Labour Organisation, as the lead partner of the project and a key global actor in promoting social justice and decent work for all, including integration and anti-discrimination in labour markets and work places.

All project partners and the participants to the project's Working Groups.

Objectives

The overall objective of this review is to assess the relevance, performance, impact and sustainability of the project *Promoting Equality in Diversity: Integration in Europe*, identify lessons learned from the project and provide recommendations on future steps to consolidate progress and foster sustainability of achievements.

More specifically, the review will investigate the appropriateness and efficiency of the project design and management, the project's relevance to promote immigrant integration, particularly against the integration goals set by the INTI Programme, the effectiveness of project initiatives and the consistency between their implementation and the original action plan, the actual impact of the project in comparison to its objectives, the degree of institutional and financial long-term sustainability it could ensure, and its added value in promoting integration of and preventing discrimination against immigrants.

Based on the findings of the analysis, the evaluation will outline lessons learned and draw some conclusions; findings, lessons learned and conclusions will be consolidated in recommendations for follow-up and future action.

Methodology

The review and the structure of the review's report followed the latest guidelines of the European Commission's Project Cycle Management methodology¹ as well as the EC directives on project evaluation².

In accordance with these directives, the evaluation did not conduct a thorough appraisal of financial operations and of the state of administrative accounts related to the project.

The evaluation is based on the review of all relevant project documents, i.e. the project application form, including the budget sheets, the logical framework matrix, the one progress report that has been produced in March 2006, and project outputs.

Moreover, the evaluation has drawn its findings on the content of direct interviews with partner organisations and individual professionals who played a crucial role in the project. The interviews were carried out in Brussels in June 7-8, 2006, in occasion of the project's final event.

To ensure the evaluation exercise a participatory dimension, thus making it a self-assessment tool for all project partners, a preliminary draft of this report was shared with all project partners for comments. All relevant observations from the partners have been explicitly incorporated in the report's finalised version.

The Annex appendix of this report includes:

- the project's Logical Framework matrix
- the terms of reference of the external evaluation exercise
- the project interim report that was submitted to Commission's services on February 2006
- the list of documents that have been consulted and of project outputs that have been reviewed

¹ http://europa.eu.int/comm/europeaid/qsm/documents/pcm_manual_2004_en.pdf

² <http://europa.eu.int/comm/europeaid/evaluation/methods/index.htm>

The evaluation scrutinised the project using the following criteria:

Relevance	Under <i>Relevance</i> , the review assessed the relevance of the project concept and design at the time it was conceived.
Efficiency of project management and coordination	<i>Efficiency</i> pertains to the relationship between the activities and the results of the project. In this section, the review focused on the degree of efficiency of the project in implementing activities and in streamlining activities to achieve results.
Effectiveness	<i>Effectiveness</i> refers to the relationship between the results and the objectives of the project, in order to determine the extent to which project results have contributed or will contribute to the achievement of project objectives. In other terms, how much of the project purpose was realised.
Impact	The <i>Impact</i> section examined the correlation between the specific and the overall objectives of the project and the extent to which the project contributed to realise its overall objective as set in the initial project formulation.
Sustainability	<i>Sustainability</i> refers to the possibility that the outputs and results of the project are sustainable beyond's the scope and life of the project. This section also analysed which factors impacted the sustainability of activities and results, and which should therefore be accorded special attention.
Added value	Investigating the <i>Added value</i> that the project may have had, the review assessed whether it had unforeseen beneficiaries and whether it has achieved unplanned results, if it brought forward changes and innovations in the attitude and action of the institutions and the actors it involved, and the degree of its complementarity with other similar initiatives.

Expected results

To produce an evaluation report that presents the review's findings, scrutinising all aspects outlined in the table above.

The report will also draw conclusions, single out lessons learned and make recommendations for follow up and future action.

Conclusions will focus on

- the overall outcome of the project in terms of successes and failures, reasons for success and failure, achievement of objectives within the given financial and time frame
- the project sustainability in terms of sense of ownership developed by beneficiaries and partners, institutional innovations and capacity to take outputs and results further, continuation or replication of activities

Recommendations for the future will be formulated in relation to the review's conclusions.

Context

A glance at EU developments on immigrant integration

At the Thessaloniki European Council in June 2003, the Heads of State and Government of the EU Member States recognised that the integration of third country nationals legally residing in the Union's territory is a priority and that responsibility for integrating them lies primarily with the Member States, while at the same time acknowledging that policies should be developed within a common EU framework. The creation of the **National Contact Points on Integration** in March 2003 to develop cooperation and the exchange of information and good practice was the first step in developing a coherent framework for integration.

In the same June 2003, the Commission published an exhaustive document, the *Communication on Immigration, Integration and Employment*, to present the European Union's position and action. The Communication reviewed practice and experience at national and EU level and outlined policy orientations and priorities for the EU to promote the integration of immigrants.

The Members States' annual reports suggest the existence of a general agreement amongst Member States that integration is composed of main different elements:

- respect for fundamental values in a democratic society
- the right of the migrant to maintain their own cultural identity
- the entitlement to enjoy rights comparable to those of EU citizens, as well as corresponding obligations
- active participation in all aspects of life on an equal footing (economic, social, cultural, political, civil)

Lack of **access to employment** was and remains identified as the greatest barrier to integration and thus the most important political priority within national integration strategies. The Communication highlighted that many occupations remain inaccessible for non-EU nationals on grounds of nationality, and that lack of language skills and difficulties regarding recognition of professional skills and qualifications remain important impediments. The potential of migrants to become entrepreneurs is increasingly recognised, and a growing number of Member States have increased their employment and recruitment support to immigrants. The involvement and the commitment of the social partners are increasing but still limited. The evaluation of the effectiveness of policies is scarce and by all means inadequate.

The improvement of educational attainment and civic education about fundamental rights and obligations, including basic norms and values of the host society, is regarded as another key challenge.

Policies to **combat discrimination and racism** are not always connected to the integration strategies pursued by the Member States. There is, however, a clear recognition of the need to act.

The Communication points to the need to develop comprehensive integration policies, effectively mainstreaming immigration concerns in all relevant policy fields including actions to combat discrimination. The integration of immigrants into society, based on equal rights and obligations, is very closely linked to the fight against discrimination and racism.

The EU adopted a legal framework to combat discrimination, as well as common minimum standards to promote equal treatment and to combat discrimination on grounds of racial and ethnic origin, religion or belief, age, disability and sexual orientation. Directives approved at EU level in 2000 give new rights both to arriving migrants and to ethnic minorities who established in the EU, and the 2003 Communication called upon the Member States to guarantee the transposition of the two anti-discrimination directives into their national legislation. The process of transposition of the 2000 EU legislation banning discrimination has concretised in the establishment in each Member State of specialised bodies responsible for promoting equality and combating racial discrimination. However, much remains to be done. For instance, although the deadline for transposing the directives has passed, several of the Member States have failed to fulfil their obligations in this respect.

On the basis of the indications in the Annual Reports on Migration and Integration, the Commission sets its integration priorities for each year. Their implementation is supported by the financial support that the European Commission makes available to fund preparatory actions in the field of immigrant integration.

EU financial instruments to support immigrant integration: the INTI Programme

In 2003, the European Union launched a multi-annual programme to support the integration into the EU Member States' societies of third-country nationals who are legally resident in the Union.

The so called *INTI Programme - Integration of Third Country Nationals*, co-finances preparatory actions promoting the integration in the EU Member States of people who are not citizens of the EU. Its aim is to promote dialogue with civil society, develop integration models, seek out and evaluate effective practices in the integration field and set up networks at European level.

The underlying principle of the Programme is to promote new and innovative ways of integrating immigrants, building wherever possible on past experience. INTI encourages co-operation between Member States and the creation of transnational partnerships and networks.

Specifically, it supports

- networks, exchange of information and best practices
- awareness raising information about immigrants with regard to their culture, traditions, religion and their positive contributions - economically and socially - to European societies
- dialogue between immigrants and their local communities
- improved knowledge of integration issues
- innovative projects that sponsor pilot integration programmes or models for integration

The Project

Concept and target needs analysis

Integration of migrant workers across Europe has emerged as a fundamental challenge for economic progress and social cohesion in the European Union.

The cornerstone of integration is equal treatment and the prohibition of discrimination of any kind. Integration depends on many factors, including the ability to communicate in the local language, access to the labour market and employment, familiarity with and acceptance of the values of the host society.

When migrants have rights as workers protected, their integration is generally facilitated: this appears to be the project's underlying assumption.

Policy makers may offer special services to assist in the integration of immigrants. Civil society can assist in promoting integration, disseminating information about services available to migrants, providing such services when appropriate, advocating for their application and promoting the engagement of migrants.

Policy makers and government authorities at all levels should not only advocate inclusiveness, fairness and equality, but also adopt mechanisms for their enforcement. Integration policies need to be planned within a long-term, coherent framework, and be responsive to the needs of specific contexts. This requires that relevant authorities and stakeholders develop a comprehensive framework of action, and that networks and partnerships between stakeholders are established.

Much has been and is being done in the European Union's space, at Union as well as at Member States' level. However, framework policies and political willingness need be streamlined into concrete action, and policy makers and practitioners still lack a solid reference to develop viable and effective practices.

In the experience of the ILO, and from the enriching variety of perspectives on integration brought about by the other project partners, discrimination hampers social cohesion, and deprives European societies of the positive contribution of significant groups of the population. ILO conducted comparative empirical research measuring discrimination in access to employment by immigrant workers in Belgium, Germany, Italy, the Netherlands and Spain; independent studies using the ILO methodology were done in Denmark and Switzerland. When the grant application for this project was submitted, the ILO, on the basis of the results of these studies, had already begun compiling examples of anti-discrimination measures put in place by different social actors. The project continued on a pattern that built on consolidated action.

The project main aims have been to target the needs identified and analysed along such pattern. To enhance chances for effectiveness, it involved a wide range of actors, that by typology, field of action and nationality cover a wide array of areas of intervention on integration and anti-discrimination.

The project focus is on the discrimination against immigrant workers in their access to employment and in workplaces.

It develops evaluation criteria and a methodology to identify good experiences on anti-discrimination that are viable and can be reproduced in other contexts, defines a set of integration indicators to deepen knowledge and understanding of integration, has continued the compilation of practices on integration in workplaces in the public and, mainly, in the non profit private sector that the ILO had initiated, has prepared a Manual that should serve for policy orientation, and substantially fostered social partnership, ownership, coordinated networking and action in integration and anti-discrimination issues. Special attention has been paid to the multiple disadvantages and discrimination often faced by immigrant workers on the basis of gender, race and migrant status.

Target groups

Target groups are here defined as specific categories of persons to which the project is directly addressed.

This project directly targeted employer associations and federations, trade unions, public authorities and particularly national equality/anti-discrimination commissions; migrant community organisations; concerned civil society organizations; academic institutions

Implementing partners

Lead partner:

- the International Migration Program at the International Labour Organisation (ILO), Switzerland

Other partners:

- Centre for Social Innovation, Austria
- Churches Commission for Migrants in Europe (CCME), Belgium
- Europa-Kontakt, Germany
- International and European Forum on Migration Research (FIERI), Italy
- Irish Business and Employers Confederation (IBEC), Ireland
- Irish Congress of Trade Unions (ICTU), Ireland

Global and specific objectives

Global objectives

To support community engagement throughout EU Member States in facilitating integration of and combating discrimination against immigrants.

Specific objectives, as set in the project application

- Identify and disseminate effective practice
- Define evaluation standards, indicators and a methodology to identify practice that is viable, effective and potentially replicable in other contexts
- Organise exchange of experience and knowledge
- Facilitate access of stakeholders to material, knowledge and technical resources
- Promote inter-sectoral alliances and mobilise multiple constituencies
- Give a European dimension to effective national responses

Activities

- Identify and compile effective measures and initiatives contributing to integration and anti-discrimination
 - Expand the compilation of pilot integration practices initiated by the ILO to provide integration models and examples
 - Make profiles available through an interactive website
- Develop evaluation tools to identify integration and anti-discrimination practices that are demonstrably viable, effective and potentially replicable in different contexts
 - Appoint and convene a Practice Evaluation Working Group
- Conduct a comprehensive study of European and other experience to identify key integration indicators
 - Conduct a review of existing literature and compile an exhaustive bibliography reference list on integration
 - Catalogue main experiences, approaches and methodologies
 - Identify and scrutinise relevance of indicators in relation to both quality and quantity factors
 - Provide recommendations on the use of integration indicators, including resulting from a combination of indicators currently in use, that may be more appropriate to measure integration

- Develop Integration Tool Kits, particularly for small enterprises and trade unionists as well as religious congregations
 - Define the outline of the tool kit
 - Identify practical and communicative approaches
 - Prepare practitioner pamphlets for employers, trade unions and religious congregations
 - Elaboration of other tool kit components as model press releases, press articles, and *similaria*
- Develop a resource and policy orientation Manual for use by policy makers and specialists
- Convene an EU wide social partner forum to evaluate experience, share knowledge and devise action to facilitate integration and anti-discrimination
 - Conduct consultations with European and national social partner organisations to ensure interface with other relevant initiatives
 - Convene and facilitate a large social partner forum to promote exchange of experiences, foster coordinated approach and initiative, stimulate wider engagement to integration across Europe
- Organise an EU wide Conference, the *European Forum: Achieving Integration in Workplace and in Society*, to present project outputs, share knowledge and discuss further action on integration and anti-discrimination
- Project backstopping, administration, management and coordination
 - Convene an ad hoc advisory working groups and start project activities
 - Organise steering meetings with partners and teams' focal points on a quarterly basis
 - Disseminate information on project development amongst partners
 - Coordinate activities
 - Foster a participatory approach on project development
 - Disseminate project outputs, including outputs in progress, amongst partners
 - Provide timely and effective backstopping and administrative support to the project
 - Ensure that the time plan and the reporting requirements are duly respected and that quality standards are respected

Expexted results and outputs

- Identification, evaluation and dissemination of 250-300 profiles of practices
- Establishment of a credible evaluation system to permit qualitative assessment of practices
- Identification of indicators on obstacles to and means of facilitating integration
- Expanded exchange, cooperation and synergies among social partner and civil society organizations engaged in integration and anti-discrimination activity

Timing and Overall Duration

The initial project period was indicated in 18 months beginning in July 2004.
In fact, project activities started in October 2004 and ended as of June 30, 2006.

Financing

The total costs indicated to implement the action amounted to EUR 603.892,93, of which EUR 482.453 to be provided by the European Union INTI budget line. The final financial report is not available for review yet.

Project Review

Relevance

This section will attempt to assess the relevance of the project at the time it was conceived.

In particular, the section will analyse whether the initial project design and rationale:

<i>Clearly and accurately identified real problems</i>
<p>The grant application form clearly identified a number of real problems and constraints that the project should aim at tackling:</p> <ul style="list-style-type: none"> ▪ Insufficient knowledge base of the complexities of multi-cultural integration ▪ Inadequate recognition of the character, underlying reasons and extent of discrimination across Europe ▪ Lack of identified models for effective integration policies and practices ▪ Insufficient coherence and coordination on integration measures among concerned stakeholders and social actors ▪ Inadequate mechanisms for mainstreaming efforts into integrated and coordinated action ▪ Insufficient availability of materials, tools and resources to guide integration policy and practice formulation
<i>Clearly and accurately identified key stakeholders and target groups</i>
<p>The identification of a varied range of stakeholders and target groups is one of the core features of this project.</p>
<i>Is relevant to further attainment of the EU integration goals</i>
<p>The project has been trans-national in its very design, since it involves partners from different countries and a collection of experiences from all European countries. The project adopted a cross-country approach targeting EU Member States: it initiated a filling in of information gaps compiling practices from a variety of European countries, therefore facilitating information sharing and transfer of good practices. Partners from different EU countries were encouraged to share their views and expertise and therefore to enhance capacities and raise knowledge of integration and non-discrimination practices across Europe. The attention that the project design paid to the wide dissemination of outputs and results could contribute further to cross-country knowledge sharing.</p> <p>This is in line with the recent ILO effort to promote knowledge sharing and successful communities of practice around relevant issues concerning integration of disadvantaged groups in labour markets and workplaces. It is however also crucial to improve integration standards, practices, policy and enforcement mechanisms – as set for in the EU agenda on integration and anti-discrimination.</p> <p>With specific regard to the INTI Programme's priorities, the project is relevant towards three of the four action strands that were identified in the 2003 Call for Proposals it refers to:</p> <ul style="list-style-type: none"> ▪ the evaluation of existing practice which contains already a self evaluation component to lead to common European indicators for the monitoring of the process and assessing the effectiveness (Strand C 2003 Priorities) ▪ the constitution of a European social partner network on integration to provide for transfer of information, greater awareness and mobilisation of key stakeholders for the benefits of an integration approach, a platform for dialogue (Strand A) and accurate information (Strand B)
<i>Developed a clear and coherent set of objectives</i>
<p>Set objectives appear clear, coherent, potentially feasible and inter-related.</p>
<i>Developed an appropriate set of activities, and an appropriate action plan, for achieving objectives</i>
<p>Activities seem to have been well conceived, individually and as an organic set. The action plan was also potentially feasible. However, the efficiency of their implementation did not prove adequate, as this review will claim further on.</p>
<i>Ensured consistency between the project's general and specific objectives and its expected results</i>
<p>The correlation between the overall project's goal, the specific objectives it set and the expected results has been well conceived, and ensured consistency between the difference levels of outcomes.</p>

<p><i>Established appropriate managerial, organisational and coordination structures</i></p> <p>The presentation of management, backstopping, coordination and administrative structures that should have had supported the implementation of the project throughout its life was not exhaustive. It did not provide for necessary information: when the proposal was approved for co-financing the Commission services possibly relied on the fact that the ILO is a broad organisation. However, the necessity of finding an alignment between the consolidated modus operandi of the ILO and the requirements of the EC's project cycle management frequently proved time consuming and resulted in challenges, the outcome of which will be assessed under the <i>Efficiency</i> section.</p> <p>It is a lesson to learn for future action that the detailed description of the support structures that will be made available for implementing a project is crucial to assess the applicant's capacity to carry it out appropriately, including when the application is a broad organisation, with a broad bureaucracy and which nonetheless functions on separated working units. From the perspective of the applicant this can be translated in the necessity to forecast project implementation needs adequately and pre-assign internal resources as necessary.</p>
<p><i>Established appropriate monitoring and evaluation of project implementation</i></p> <p>According to the project's grant application, the ILO was to produce a detailed monitoring plan, based also on the results of consultative meetings with the other partners, to be shared within one month from the project start with the Commission services. A detailed plan was never defined and shared with partners.</p> <p>Overall responsibility for monitoring progress of the project lied with the ILO as the Lead Partner.</p> <p>The ILO has convened a number of project partners' meetings to measure progress and discuss advancement and constraints in project implementation, although this did not happen on a quarterly basis as indicated in the grant agreement. Draft reports and outputs in progress were nonetheless shared amongst partners in the meetings that were convened, and this facilitated information sharing and final products' quality control.</p> <p>Partners were expected to prepare activity reports for the Lead Partner, which they did, although in absence of a monitoring plan the time basis to submit activity reports relied much on partners' availability.</p> <p>Regular progress reports, and a final report, were due to the Commission on a regular basis but were almost always disregarded: the first and only progress report that was prepared and submitted to Commission services dates back to March 2006.</p> <p>This external review is part of the evaluation tools envisaged in the grant agreement.</p>
<p><i>Envisaged appropriate EU visibility</i></p> <p>The project design and the subsequent grant agreement provided for appropriate visibility tools and for the respect of the EU visibility requirements.</p>
<p><i>Identified appropriate dissemination tools and channels</i></p> <p>Provisions for dissemination have been appropriately designed: the compilation of good practices was expected to be disseminated to the social partners, relevant central ministries, through the regular ILO dissemination channels, internal libraries, website, and in ILO events and conferences on immigrant integration, including the project's final Conference on Immigrant Integration, held in June 2006. The Manual and Tool Kits were to be disseminated to Trade Unions and target grassroot organisations.</p> <p>As mentioned earlier in this report, the membership of the partners in wide networks was deemed an essential feature to ensure appropriate dissemination of outputs and results, and foster the impact and sustainability of the project.</p>
<p><i>Involved partners with an adequate combination of technical capacities</i></p> <p>The partners that have been involved in this project have outstanding expertise in integration and anti-discrimination issues in labour markets and work places, and an outstanding combination of different expertises.</p> <p>Partners are based in six European Union's Member States; some member organisations have region-wide constituencies, and all project members participate actively in European level networks. The project Evaluation Working Group deliberately involved representatives of regional organizations: the EUMC, the</p>

<p>Council of Europe's ECRI and ENAR, as well as national entities from Austria, Germany, Italy and the UK. The Social Partner Forum in Dublin involved representatives of national trade union and employer organizations from a total of 17 EU member countries.</p>
<p><i>Defined a clear and consistent organisation of tasks between project partners</i></p> <p>The project design took into adequate consideration the necessity to have a clear division of tasks and a clear division of responsibilities amongst partners, in accordance with their specific core technical expertise, level and field of action.</p> <p>The project's initial structure envisaged the involvement of individual experts as well, on the basis of the added value that their specific expertise could bring to the attainment of specific project objectives. Individual experts membered the advisory group that worked on the development of evaluation criteria to assess anti-discrimination practices.</p> <p>In more details, the ILO as the Lead Partner was tasked with the overall monitoring and coordination of project partners and activities. It was requested to provide adequate backstopping and administrative support to carry out such responsibilities, and was to have a major role in the preparation and advertisement of open project events, and in the activation of social partner networks.</p> <p>Partner in Austria: compilation of good practice profiles and coordination of the Evaluation Methodology Group Partners in Ireland: preparation of the Tool Kit and Pamphlets for Employers and Workers Partner in Germany: orientation Manual for practitioners Churches' Commission for Migrants: establishment of contact with immigrant representations, and preparation of the Tool Kit for Migrant Churches and Churches Congregations</p>

Efficiency of project management and coordination

According to the EC Logical Framework methodology, *efficiency* pertains to the relationship between activities and results of the project. This section will thus focus on the degree of efficiency of the project in implementing activities and in streamlining activities to achieve results.

It will assess whether

<p><i>Activities have appropriately developed into intended results and outputs, in terms of quantity, quality and timeliness, in comparison with the initial action plan</i></p> <p>Throughout the project emphasis was placed on achieving the expected results and objectives, as ways of getting results, rather than on the plain implementation of the activities, activities have been nearly completed and it should be recognised that this is particularly relevant in the case of this project, as project activities are clearly complementary and form together an integrated, cohesed and inter-related set of actions.</p> <p>Dissemination activities have been completed as yet, exception made for the dissemination of products at the closing Conference, and the dissemination of the Compendium of Practices at the ILO website, at the e-section of the International Migrant Department: www.ilo.org/migrant</p> <p>Timeliness in the realisation of this project suffered severe impediments and has been a major stalemate of the project.</p> <p>The time plan was strongly delayed, hampered by severe delays and long gaps in the realisation of the different activities. The representatives of all project partners agreed in their interviews that delays were mostly due to severe understaffing at the ILO project's Unit and administrative intricacies that the ILO team had to face to manage an equal partnership. The ILO clearly underestimated the resources necessary to carry out efficiently its lead role, and things were worsened by the unsuspected long-term absence of internal administrative staff.</p> <p>The complexity of the project and the constraints experienced by partner organisations, mostly themselves understaffed, also contributed to a lengthy implementation of project activities. Such constraints, specially vivid during the first semester of the project, have had in turn an adverse impact on the capacity of the Lead Partner to coordinate and mobilise partners efficiently, and was not</p>

beneficial to the partners' motivation, participation and sense of project ownership.

However, progress must be noted under a number of aspects: activities and motivations could be streamlined into renewed commitment during the last 6 months of the project, also in relation to the hiring of qualified technical support within the ILO's Project Unit. Most outputs and most networking efforts have taken place or have been completed during this final period, and specific objectives by large achieved as a consequence. The project's team at the Lead Partner has mobilised to sponsor the adjustment of established internal procedures to meet EC management and visibility requirements, establishing a reference for future action that is likely to make the management of other partnership and EC funded projects smoother and overall more effective.

Overview on the implementation and degree of completeness of individual activities:

Definition of Practices Evaluation Criteria

Under the responsibility of the Practice Evaluation Working Group

The Practice Evaluation Working Group was convened early in 2005. Its appointed members are senior specialists coming from key European entities with consolidated experience in addressing integration and anti-discrimination issues, i.e. EUMC, ECRI, Runnymede Trust.

In relation to the individual background of its members, and in order to finetune criteria adequately, the Working Group explicitly made a choice to focus on a specific integration domain, which turned out to be anti-discrimination, and specifically discrimination based on ethnicity.

The Group reviewed experience and models, devised criteria, indicators and measures, developed an evaluation methodology and a methodology matrix.

The Group has completed its tasks, defining a complete set of practice evaluation criteria, and a methodology matrix. The criteria should be relevant to support a broad range of beneficiaries, including policy-makers, support groups and donors, to pre-select initiatives to undertake as well as to evaluate ex-post their policies, programs and activities.

Potentially very relevant to contribute to the project's overall objective, although the tools format are not too user-friendly in format, this activity should be seen as an effort in progress. The methodology and the criteria have not been concretely applied, including on the practices compiled in the Compendium of Practices, and would benefit from pivotal applications to gather feedback and refine their indications.

Integration Research Project

Responsible partner: FIERI

Expected activity outputs:

- An annotated bibliography
- A catalogue of approaches and experiences
- A comprehensive study on integration indicators
- A set of recommendations on applicable approaches and indicators

Results to date:

The study on integration indicators has been very recently finalised.

The study offers a review of existing literature on integration, focused on the relationship between models and indicators of integration; a theoretical reference system on integration; an assessment of the relevance of key indicators of integration, including with regard to employment.

The Office of the High Commissioner for Human Rights, Anti-Discrimination Unit, was asked by the ILO to provide comments and contribute to the study outlining the international legal framework, in accordance with the concerns raised by a number of partners on the necessity to anchor the study to the wider human rights general framework. This can be looked at as an interesting possibility of inter-agency cooperation on integration issues.

The study has thus not been published yet. Foreseen translations are also pending.

Manual for policy orientation

Responsible Partner: Europa Kontakt

Expected outputs:

Preparation of a comprehensive manual to be published in 2,000 copies, in English, German, French and Spanish

The Manual was intended to support the action of social partners, grassroots organisation practitioners and concerned legislators and governments. It offers an overview of normative standards for preventing discrimination and facilitating integration, the summaries of the Practitioner Toolkits, examples of good practices across Europe, a summary of integration indicators, and a list of information and data sources.

Results to date:

Final layout editing and printing of manual in both English and German was dispatched and conducted the last week of June.

The contractual arrangements with the printer company however include revisions in the formatting of texts in both languages without additional costs.

Difficulties were allegedly due to the underestimation of financial resources initially allocated for printing of both versions of the Manual, and to the delays in the translation from German to English, which enabled the ILO and the other partners to actually read the document only at a very late stage.

A lesson to learn is the choice of language of the outputs, which must emphasise dissemination potentials.

The primary, and even sole, use of a language that is common to all partners and that is wide spread amongst stakeholders allows for better interaction and shared quality control within the project partnership, and supports the dissemination, viability and spread of impact of individual outputs.

Compendium of Good Practices

Responsible partner: ZSI

The Compendium of Practices is almost finalised and will include reference to approximately 200 practices concerning integration of immigrant workers in workplaces, mostly at public bodies and non profit organisations.

The inclusion of practices in the Compendium did not follow a defined methodology, nor have the practice evaluation tools developed by the project applied.

The Compendium is available for distribution in the form of multi-colour handouts and at the ILO Migrant Department's website: www.ilo.org/migrant/discrimination.

The project's own website, envisaged to consent wide access to project outputs is available for consultation but still lacks technical and content finalisation.

Practitioner Tool Kits

Responsible Partners: ICTU, CCME, IBEC

Expected outputs:

Preparation of 6 to 8 page pamphlets in four languages for each constituency: employers, trade unions, churches and religious congregations:

- the CCME Tool Kit for non discrimination within churches and religious congregations has been finalised and published in English and German, while the Spanish version is still missing
- the two IBEC Tool Kits for employer representations, *Diversity in Business*, have been finalised and translated into French and Spanish. It will be available in the form of multi-coloured photocopies. Translation into German is still pending.
- the ICTU Tool Kit for Trade Unionists *Addressing Racism and Promoting an Intercultural Workplace* has been finalised and translated into French and Spanish. It will be available in the form of multi-coloured photocopies. Translation into German is still pending.

Project Web-Site

The project web-site is currently under construction and will be online soon. The description of e-contents have been sent to all partners in order to encourage comments and suggestions. At present, feedback is still awaited. The project web-site will have a direct link with the Compendium of Practices' web location, until the Compendium is transferred from the ILO-Migrant e-page to the project's official web-site.

Expanding exchange, cooperation and synergies among key social partner and civil society organisations engaged in integration and anti-discrimination

Concerning social partners networking, the Social Partner Forum that took place in Dublin in December 2005, where social partners organisations shared experience and reported on established and proposed practices, as well as the large Conference that took place in June 2006 in Brussels have set completion of envisaged efforts and activities. They contributed to mobilise social partners, especially through existing networks such as the EU Contact Points on Immigrant Integration and Trade Union and Employer organisations.

Monitoring and coordination

Coordination meetings between partners have been fairly regular and outputs have been shared with partners for comments and suggestions, although they mostly were shared with large delays and received in turn little feedback from partners.

A lesson to learn in this regard is the benefit if having clear meeting agendas set beforehand, to mainstream project outcomes and solicit partners' participation and contributions.

The project coordination, management, day-to-day backstopping and administrative capacity of the Lead Partner was adequate

Initial underestimation of the administrative and technical support that is necessary to manage and coordinate a multifaceted and complex project that involves a variety of partners in different countries affected efficiency crucially.

All partners, including the Team Leader, agreed that no adequate management structure has been in place at the Lead Partner.

The ILO International Migration Programme suffered understaffing of both technical and administrative personnel. This situation was aggravated by the unforeseen absence of the Unit's financial officer as well as by the introduction early in 2005 of new internal financial management tools, that overall considerably slew down financial and contractual processing. The inexperience of the ILO in implementing projects with other partners, and not via implementing partners, often resulted in stalemates that need proper address and improvement.

This notwithstanding, as mentioned above, challenges have been proactively addressed by the ILO project team and in some cases positively overcome during the project's life, which stands as a positive feature for future EC-ILO action:

- the consolidated way of operating of the ILO is that external actions can be implemented by external actors, but these are sub-contractors rather than equal partners of the ILO. This reflects in the nature of envisaged contractual arrangements with external organisations, which take the form of service supplier contracts. In the case of this project, one of very few pivotal initiatives so far in which the ILO has undertaken an action on an equal partnership basis, a cooperative partnership was established where the ILO was due to act as the coordinator of a consortium of organisations, a sort of *primus inter pares*: the ILO project team sponsored and obtained that new contractual possibilities were allowed into the ILO system, envisaging implementation agreements that were put into effect for several partners
- similarly, the project's team has actively sought and obtained the possibility to feature the project's web-site to reflect the equal partnership character of the project, and give course to EC visibility requirements, without using the standard ILO e-template

Respect for reporting and management requirements towards the EC and between the lead and the other partners was ensured in terms of quality, completeness, timeliness and regularity

Partners have been reporting to the Lead Partner on activity progress fairly frequently, although no internal management plan was established. Naturally, however, the constraints mentioned in the section above affected also reporting as activities could not progress.

To the responsible Commission's services, the only progress report was submitted in March 2006

Financial management was timely and efficient and ensured value for money, in terms of adequate balance between the human and financial resources mobilised by the project and the results it achieved

The project constraints concerning contractual forms and the management of contracts and agreements with partner organisations, and the introduction of an innovative though still alien financial system, hampered the timeliness and regularity of the project's financial management and the processing of payments to partners.
<i>Information sharing, dialogue and dissemination of outputs was adequate</i>
No large scale dissemination activity has been implemented as yet, although tools and outputs are partially available through the ILO website, and targeted dissemination of products has taken place at the concluding Conference in Brussels.
<i>Visibility requirements were respected</i>
Product covers and proposed website presentation explicitly feature EU logo parallel with ILO logo and generally also give partner logos prominence. Media coverage has been proactively promoted through press releases and information sharing, presenting ILO initiatives along with a small EU logo. It must be highlighted that the project organised a press conference on October 1, 2004 to launch the project, and that the Social Partner Forum in Dublin in November 2005 received ample coverage by international and national media.

Effectiveness

Effectiveness refers to the relationship between the results and the objectives of the project, in order to determine the extent to which project results have contributed or will contribute to the achievement of project objectives.

This section will thus investigate how much of the project purpose was realised, referring as much as possible to the objectively verifiable indicators specified in the Logical Framework matrix.

In details, it will analyse:

<i>The attainment of specific project objectives in comparison to the set objectives and initial time plan of the project</i>
<p>As referred to in the <i>Efficiency</i> section, the whole project implementation was hampered by severe administrative, managerial and coordination constraints, which reflected in a strongly delayed execution of each of its activities, and thus of the achievement of project objectives in relation to the initial project time plan.</p> <p>Nevertheless, despite adverse management and resource conditions, most specific objectives have been met, at least partially:</p> <ul style="list-style-type: none"> ▪ Identify and disseminate effective practice <p>About 200 practices have been identified and compiled in the Compendium of Practices, although the Compendium is in fact a compendium of practices and not of good practices as foreseen in the initial project design, for no methodology has been applied to pre-select practices according to their relevance and effectiveness.</p> <p>The dissemination component of this objective is as of today lagging behind: the Compendium is accessible via the ILO Migrant website. It is however expected to be published on-line on the project's website, as soon as this will be ready – which was due to happen within the end of June 2006.</p> <p>Moreover, the responsible project partner, the Austrian ZSI, as well as the Lead Partner, expressed firm commitment to engage in its dissemination through their different networks, as a goal in itself and in correlation with other activities they are implementing.</p> <ul style="list-style-type: none"> ▪ Define evaluation standards, indicators and methodology to identify practice that is viable, effective and potentially replicable in other contexts <p>This objective refers to three main project outputs:</p> <ul style="list-style-type: none"> - the study on integration indicators, carried out by the Italian FIERI,

<p>- the work of the Practice Evaluation Working Group, which defined a methodology and a set of evaluation criteria for the ex-ante and ex-post assessment of anti-discrimination practices</p> <p>- the Manual for policy-makers, prepared by the German Europa Kontakt</p> <p>All three activities have been completed and overall, this objective has been partially met.</p> <p>Differences however exist as of the effectiveness of its components:</p> <p>most partners resented the purely theoretical approach of the study, and the misunderstandings that they allege took place in defining the concrete scope of the study. In particular, they hold that indications on the concrete applicability of integration indicators would have been more relevant towards this specific objective and to the project's overall goal of fostering immigrant integration.</p> <p>As of the practice evaluation methodology and criteria, this is a core activity and a core outcome of the project, by relevance and quality of the output. It effectively focused on allowing identification of viable, effective and potentially replicable experiences.</p> <p>The Manual has been only lately translated from German to English, which prevented non German speaking partners to contribute to its scope and content definition, and from being able to express their views on its effectiveness. Overall, the Manual's sections appear as general overviews with no explicit indications on how to use the varied information it presents to guide integration policies, programmes and projects. Its effectiveness may for these reasons be deemed mixed.</p> <ul style="list-style-type: none"> ▪ Organise exchange of experience and knowledge <p>Objective substantially met, with two key events: the Social Partner Forum in Dublin and the Conference in Brussels, which in both cases convened key experts and key governmental and civil society organisations, along with social partners, in the immigrant integration and anti-discrimination fields.</p> <p>The project partners' meetings also served as occasions for inter-organisation exchange of information, know-how and experience.</p> <ul style="list-style-type: none"> ▪ Facilitate access of stakeholders to material, knowledge and technical resources <p>Project materials and resources have not been widely disseminated yet, outside project events.</p> <p>Printing of the different publications is still in the process, and the project's web-site is not on line yet.</p> <ul style="list-style-type: none"> ▪ Promote inter-sectoral alliances and mobilise multiple constituencies <p>The composition of the project partnership itself can be regarded as an inter-sectoral alliance, which many partners pointed out has proved beneficial to improve their own individual effectiveness and <i>modus operandi</i> as an organisation.</p> <p>Although the mobilisation of multiple constituencies took to some extent form in the Dublin Forum, where social partners exchanged information and experiences, this objective's component remains by large unattained so far, and it is not clear whether it will have a reach in the next future.</p> <ul style="list-style-type: none"> ▪ Give a European dimension to effective national responses <p>Exception made for the brief presentation of policy practices in the Manual, the project has carried out only limited investigation on national responses. This specific objective has not been met, although in general terms it is true that the project tools and outputs have a European dimension <i>per se</i>, as they apply to undefined contexts.</p>
<p><i>How activities were translated into actual achievement of objectives</i></p>
<p>Although the project progress has been slow, activities have been substantially translated into objectives according to the project's initial design.</p>

Impact

The *Impact* section will examine the correlation between the specific and the overall objectives of the project and the extent to which the project has contributed to realise its overall objective as set in the initial project formulation.

Specifically, it will carry out a quantitative and qualitative analysis of the specific objectives that the project has achieved.

This analysis, combined with the assessment of the degree of efficacy that the project has achieved, will allow to esteem the overall repercussions of the project with regard to its main objective and the EU integration goals:

<i>Contribution of the specific objectives that the project achieved to the realisation of its overall objective</i>
Although at the time this review takes place it remains premature to measure the project's impact in relation to its overall goal, as the main project outputs are being finalised and distribution has not taken place as foreseen yet, the wide and active participation of representatives of trade unions and employer associations from 19 EU Member States at the Dublin Social Partner Forum stands as an indication of growing social partner involvement and commitment to addressing discrimination and integration in workplaces. Interest in the project approach and outputs was high at the Forum, and the Irish partnering trade unions have disseminated project tools that are relevant for their action beyond project's events. Moreover, the specific objectives and outputs of the project resulted in concrete guidance materials, exchange of experiences, stakeholder networking and practical tools that concretely supported and shall support engaged stakeholders in promoting theory and practice of integration and anti-discrimination.
<i>The extent to which achievement of overall and specific objectives was a direct consequence of this project</i>
As explained above, the project's impact on its overall goal cannot be thoroughly assessed, although positive indications can be recorded, nor can it be investigated the degree to which its attainment depended on this project. Nevertheless, an assessment of the correlation between specific achievements and the project is possible: the project design was well conceived in that it identified concrete specific objectives, with activities devised to achieve them. Their realisation, to whatever extent individual objectives were realised, as assessed in details under <i>Effectiveness</i> , is a direct consequence of this project: a direct outcome of its activities and an effect of the stakeholder networking efforts of most project partners.
<i>Contribution of the project to the realisation of the EU integration goals</i>
The project's impact against EU integration goals lies in its concrete attempt to fill the gap in the knowledge of what is being done at different levels in the EU on immigrant integration in labour markets and workplaces. It aimed so by way of studying integration indicators, compiling sample practices, defining the criteria and a methodology to evaluate practices, providing guidance tools and promoting dissemination and stakeholder networking. By networking global actors, social partners, committed private organisations, and civil society actors, it established a composite, complementary and crucial alliance with the credentials to address the diverse dimensions of integration, and act within a comprehensive framework for action. The network partners have established a potentially successful platform to discuss the benefits and the shortcomings of integration strategies.

Sustainability

Sustainability refers to the possibility that the outputs and results of the project are sustainable beyond's the scope and life of the project.

It will also analyse which factors impact the sustainability of activities and results, and which should therefore be accorded special attention.

In details, this section will assess whether in terms of both institutional and financial capacity, project activities will continue and project results are viable and sustainable without the direct support of the project, analysing

<i>Financial sustainability: can outputs and results be financed beyond completion of the project?</i>
For a number of reasons, the financial sustainability of the outputs and results of the project is deemed likely to be ensured: <ul style="list-style-type: none"> ▪ outputs and results pertain mostly to activities that are concluded, at least to the extent the project was concerned, and with the exception of the networking component, are concrete tools: they do not necessitate further financing to remain available and accessible ▪ project partners have stable financial resources: their overall commitment to the integration and

<p>anti-discrimination cause and their declared intention to disseminate further the outputs and results of this project, and to integrate some of the experiences they have come across through the project in their <i>modus operandi</i> as organisations, are financially sustainable, and through them are likely to become financially sustainable the project's outputs and results</p> <ul style="list-style-type: none"> the availability of ILO established channels of communication and awareness raising allows for reaching relevant audiences, who are likely to search its website for information and networking opportunities. Moreover, through the ILO, established networks of social partners are also potentially available, and the Organisation appears committed to exploit them
<p><i>Institutional sustainability: is the political environment conducive to the realisation of outputs and results beyond completion of the project?</i></p> <p>The very partnership of this project, and in particular the ILO and the national social partners involved, includes actors that actively contribute to the definition of the political environment, at their respective levels.</p> <p>The open engagement of the EU and of its Member States in fostering integration as a key feature for the well being of European societies is another element that supports the existence of a supportive political environment, irrespective of the project context and direct engagement.</p> <p>The project made substantial efforts to involve and directly target social partners and stakeholders, thus effectively promoting its sustainability beyond its immediate scope.</p> <p>With regard to social partners, it could be noted that the Irish Trade Union in Dublin has already allowed proper integration of project outputs in their action to promote integration in workplaces. Practices hold thus the potential to become a sustainable part of a virtuous process where they can be adapted, defined further and applied.</p>
<p><i>The extent to which the beneficiaries and implementing partners of this project have developed a sense of ownership of project outputs and results, and to which extent project outcomes have become regular activities of institutional beneficiaries, stakeholders and partners</i></p> <p>As a methodological asset, the results of the project were based on discussions that involved partners and external professionals in consultation with immigrant associations, as a means to sponsor their sense of ownership of results. Partners refer to have effectively developed ownership of results, and that the participatory approach that led to results was to them a successful feature that not only enhanced partner cooperation, but has become an adopted feature in their way of operating.</p>

Added value

<p><i>Did the project have unforeseen beneficiaries and results?</i></p> <p>Although it proves not possible at this stage to list additional beneficiaries and results, it can be pointed out that the interviews with project partners indicated a firm commitment to ensure further spread of project outputs through their formal and informal networks. The networking capacity of the project's consortium of partners has been very relevant to develop quality outputs and in terms of knowledge improvement that has been tapped into each activity, the development of which benefited of the views of partners working on different dimensions of immigrant integration.</p> <p>Moreover, since some of the project partners are either global actors in the '<i>decent work for all</i>' domain, the ILO, or active social actors, it can be esteemed that the project overall outcome reaches beyond this project in terms of result dissemination, sustainability including changes in institutional behaviour, and changes in the way partners and involved stakeholders operate as promoters of integration and anti-discrimination.</p>
<p><i>Was the project complementary to other initiatives financed by the EC as well as other donors?</i></p> <p>The project is consistent with the spirit and type of the mandates and activities carried out by the partners. The partnership's composition covers the global and the EU national levels.</p> <p>It is complementary and in accord amongst others with the experience of other national and international partners in previous campaigns such as the campaigns for article 13 on non-discrimination, and with a number of other initiatives co-funded by the EU INTI and EQUAL Programmes.</p>
<p><i>To which extent the project transcended national or local interests and is a European project?</i></p> <p>The project's added value lies in:</p>

- a collective, partnership approach among national and European organisations with differing yet complementary knowledge, competencies, and experience in the arenas of addressing discrimination and integration that are inter-disciplinary by definition
- an integrated approach that combines reference to data and knowledge of the challenges of discrimination and constraints to integration with the elaboration of remedies to overcome those challenges: tool kits, handbook, practice profiles and means of evaluation of practical remedies
- involvement of a standards-based, EU social partnership that members with an international organisation that shares commitment to decent work for all, including integration and non-discrimination of immigrant workers in the labour market and in workplaces

These elements together provide this project the necessary basis to produce material contributions and policy guidance to change social, organisational and political behaviour in Europe.

Lessons to Learn and Conclusions

Lessons to learn

The key lesson to learn upon the experience of this project is for the Lead Partner, the ILO Department of International Migration.

This project has been one of a few pivotal experiences in which the ILO has acted as the coordinating body of EU financed actions.

Overall, this review concluded that the capacity of the ILO to mobilise stakeholders and access established networks brought a strong added value to the project. It translated into practice the possibility that global and regional actors join forces towards a common goal.

This notwithstanding, the project has been hampered by a number of adverse capacity factors that need be properly addressed if similar initiatives are to be put in place in the future.

To start with, the coordination structure of any ambitious and multi-partner project must be well established and should remain a solid reference during the whole project implementation.

The Lead Partner's capacity to keep the project team cohesed and encourage the commitment and mobilisation of partners is crucial to the project's success. Coordination has direct repercussions on the partners' sense of ownership of projects.

The ILO performance as Lead Partner has not been efficient enough nor consistent over time, a factor which impacted the partners' commitment and response until the Lead Partner put in place, during the last six months of the project, a more organised coordination structure.

Moreover, in terms of project's progress management and timely administrative support the capacity of the ILO has proved inadequate, which delayed the schedule of project implementation and again weakened the partners' sense of project ownership.

The Lead Partner, as well as the *quasi* totality of other partners, had either underestimated or not made available the staff resources that were necessary to ensure efficiency in carrying out their responsibilities under the project.

However, it must be pointed out that the Lead Partner has put appropriate efforts in tackling the challenge of aligning its internal procedures and established *modus operandi* with the demanding financial, administrative and visibility requirements set by the European Commission's Project Cycle Management.

The ILO has internal technical units that coordinate projects implemented by its field Offices or by sub-contractors, but acting as the coordinating agency of equal partners is certainly a new field of operations for the International Labour Organisation. This project was a learning case, and it by no doubt set progress, for internal procedures have been made more flexible to meet needs that were unusual for the ILO, as it for

instance pertains contractual arrangements with external organisations. The progress set here has marked a pattern and has established valuable precedents for future action.

With reference to project design, a detailed description of the support structures that will be made available for implementing a project is a crucial tool to estimate appropriately the resources that shall be needed to implement the project. It helps forecasting project implementation needs adequately and pre-assign internal resources as necessary.

Similarly, a more precise identification of the project focus (does the project deal with all dimensions of immigrant integration or does it focus on integration issues in relation to employment?), beneficiaries (does the project target legal as well as illegal immigrants?), stakeholders (does it focus on both the public and the private sectors?), and levels of intervention (does it aim to address government, policy making, grassroots levels?) boosts the clarity and focus of a project.

The stakeholders' determination and explication is particularly relevant as the type of stakeholders vary with the type and extent of integration measures to promote, and activities and objectives should mirror the choice: to make but a few examples, policy makers can develop and launch measures that foster immigrant integration in the labour market, but have little to do with immigrant integration in workplaces, where integration can be impacted by law provisions and regulations and by the action of activists and advocacy groups, including trade unions, social actors and religious congregations.

The project has been designed to tackle integration and anti-discrimination in relation to labour markets and work places but the application form was not exhaustive in clarifying its specific field of action.

Another important lesson to learn is that all partners should be actively involved or at least appropriately informed on the progress of all activities and the realisation of outputs, and maintain a general overview of project development and achievements. Chances to exchange views, discuss and finetune approaches, methodologies and ways of operating are very important quality check and learning opportunities, and are outstanding sustainability elements. Even more so if chances take the form of regular and frequent meetings where the partners can directly exchange and get to know each other and their activities, including beyond the project realm.

This is always a critical point in project implementation, specially for projects with large partnerships. In this project as it often occurs partners as well as working groups have almost exclusively focus on their part of activities, and on the results they contributed to produce. The sense of ownership they were able to build is by large related to individual results, and less to the overall project action and goals.

Again, a more timely and more efficient partner coordination, with more occasions to meet and discuss overall development, would have been beneficial in this regard.

Conclusions

The project concept built on a comprehensive approach that incorporated a diversity of integration and anti-discrimination needs in a composite matrix of conceptual and concrete questions that are relevant across the whole European Union's territory.

The project adopts a comprehensive and integrated approach that encompasses a variety of components and actions: from theoretical to applied research, development of practical application tools and concrete guidelines for action, to supporting the creation and follow up of a dynamic discussion forum, where synergies are encouraged, commitment to action motivated and resources mobilised. Within this programmatic framework the project is acting as a catalyser for concrete intervention in the area of integration and anti-discrimination.

The project benefited of the consolidated experience of all project partners, who actively participated in the definition of its aims and methodology.

Large and relevant audiences of stakeholders and actors at different action and policy levels were convened in an actual effort to cover different aspects of the broad integration and anti-discrimination domains.

The project was conceived and can substantially be seen as a step forward in a long pattern of changes in the behaviour towards integration and anti-discrimination of stakeholders and actors at different levels.

It offered motivational and guidance materials and practical tools to support the development and application of appropriate integration policy and enforcement mechanisms: it compiled practices, defined criteria to undertake ex-ante and ex-post evaluations of practices, it produced a Manual for policy development support, and it analysed indicators for successful integration.

It also provided a solid forum basis for attracting the attention, interest and consideration of policy makers and relevant practitioners on the necessity to foster integration and contrast discrimination.

Specific objectives have been by large if not entirely met, although much remains to be done to realise the project's impact further: the Practice Evaluation Tools and Methodology are potentially very relevant to contribute to promote effective anti-discrimination action, but they have not been concretely applied and verified yet, and this includes non application and non verification of the practices compiled in the Compendium prepared by the project.

The implementation capacity of the Lead Partner remains a crucial aspect, that along the project's life the ILO Department of International Migration has substantially progressed in addressing.

Recommendations for the Future

It is recommendable that the knowledge base and the tools developed by the project are shared, verified and used further.

As previously illustrated, the project involved a composite range of partner actors, targeted different stakeholders and produced a variety of outputs. Specific measures to advance the potential of its diversified outcome should be devised to promote further coherency of anti-discrimination activity at all levels, with particular reference to relevant EU and EU Member States' policies and directives.

In particular, future action should focus on:

- the further dissemination of outputs and tools through the ILO's, the partners, and the involved social partners' established networks
- the identification of key government, practitioners and civil society stakeholders in target countries and possibly in other EU countries as well to disseminate results to, including in meeting events and through interactive tools
- making available the principle elements on integration of immigrant workers that the project has gathered to promote further exchange amongst key stakeholders and define a concrete and specific Agenda for joint EU-ILO Action
- the application of project tools, particularly the practice evaluation tool: pivotal applications can be realised to gather feedback and refine the criteria. The first although not the only application basis should be the practices compiled in the project's Compendium of Practices, to make the Compendium of Practices become a Compendium of Good Practices: this would serve as a pivotal exercise on the concrete application of the evaluation tool as well as the preparation of a new relevant output
- training initiatives to enhance the capacity of key stakeholders in each target country and possibly in other EU countries as well to make appropriate use of the project's outputs
- information and awareness campaigns tailored on specific target groups and beneficiaries