European Network of Cities for Local Integration Policies for Migrants (CLIP)

Evaluation report

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Relevance

Conclusions

The evidence collected in this study suggests that participants in the CLIP (European Network of Cities for Local Integration Policies for Migrants) project deem the objectives to be highly relevant and pertinent to the needs and issues in this policy arena.

The activities carried out within the project are considered to be very useful. The main activity – the research modules – is seen as being highly relevant to the issues faced by CLIP members, with the outputs being of a good quality, with 70.9% of the survey respondents stating that the research modules were the most important activity. However, the other three types of activities are appreciated as well, the ranking being quite close to the best ranked one (66.6% for 'Case studies and good practice material', 62.5% for 'Conferences, workshops and other events' and 54.2% for 'Support for networking').

The relevance of CLIP is also acknowledged by many local-level politicians from cities involved in the project, as evidenced in letters thanking the European Foundation for the Improvement of Living and Working Conditions (Eurofound) for its central contribution in the establishment and operation of CLIP and detailing some of the benefits the CLIP project has provided to the integration of migrants at local levels in the cities concerned, as well as contributions to the wider policy arena at other levels.

CLIP activities can be quite clearly anchored within broad objectives and priorities and therefore can be deemed to correspond to Eurofound's 2005–8 work programme objectives. The CLIP project was highly supported by the members of the Advisory Committee on Living Conditions, as evidenced in meeting minutes.

An analysis of the evolution of CLIP objectives over the lifetime of the project has shown a significant expansion in the scope of the stated and implicit objectives.

Effectiveness

Conclusions

To what extent have the explicitly stated or perceived project objectives of CLIP been achieved?
Overall, the CLIP project was seen as having been successful in achieving its aims (29.2% of respondents in the survey said this had been 'very successfully' achieved, while 45.8% said 'quite successfully').

The activities carried out within the project were considered to be very useful. The main activity – the research modules – was seen as being highly relevant to the issues faced by CLIP members, with the outputs being of a good quality.

There was some variation regarding the research modules carried out within the CLIP project, with 75% of survey respondents saying that the research module on intercultural policies was of a 'very' or 'quite' high quality, but a significantly lower proportion (62.5%) said the same about the module on equality and diversity in jobs. However, even if CLIP's research activity was highly appreciated by the respondents, being considered very useful and relevant both to their cities/organisations and to the policy itself, quite a large percentage of the respondents (54.2%) stated that there were certain gaps in CLIP's research coverage on issues concerning the integration of migrants.

The 'effectiveness of learning between cities' was considered to be the relatively highest of the three criteria (average score: seven out of 10), followed by 'policy development at local levels' (average score: six out of 10). The 'policy transfer from the local policy levels to the national level and EU level' was considered to be the relatively weakest, scoring an average of four out of 10.

Some European countries and regions are more strongly represented than others. Some noted gaps include the weak participation of French cities, while the newest Member States, Bulgaria and Romania, are not represented at all, whereas other countries are very well represented. CLIP also extends beyond the EU Member States (e.g. Zürich, Istanbul).

It can also be noted that CLIP has managed to involve cities that were never involved with EU-level activities before. In addition, there are some smaller and medium-sized cities involved in CLIP that, compared to larger cities, are faced with additional problems concerning the integration of migrants and working and collaborating at the EU level.

Recommendations

1. Weak participation of French cities: The reasons for French cities not being represented more strongly in CLIP remain somewhat unclear. Some anecdotal evidence from the focus group 2 discussions suggests that the reason may be found in national policy relating to integration policy that is specific to France. It is recommended that the CLIP secretariat and steering committee as well as other relevant stakeholders investigate this further.

2. Some geographical areas are not represented, e.g. Romania and Bulgaria: While this appears to be congruent with the original assumption stated in the 'Memorandum of Understanding' that issues relating to the integration of migrants may not be as pertinent to new Member States (it could be argued that this may be particularly the case for these two Member States, which only joined the EU in 2007), there had been repeated attempts by Eurofound's CLIP secretariat to establish contacts with Bucharest, which appear to have been unsuccessful. Again, it is recommended that the CLIP secretariat and steering committee as well as other relevant stakeholders investigate this further.

3. Member engagement: There are different clusters of cities engaged in CLIP. The engagement patterns and underlying reasons could be analysed more deeply and monitored in the future by the CLIP secretariat and steering committee.

4. It is recommended to consider whether it might be beneficial for CLIP to undertake, commission or encourage a more in-depth social network analysis study.

Economy

Conclusions

Operational costs for the involvement of each participating city were carried by each city directly as part of the agreement to participate. The bulk of the direct operational expenditure (input costs) over the project lifetime (2005–9) was invested by Eurofound, with approximately €800,000 allocated to research contracts and the remainder for meeting and travel-related costs, but not accounting for staff salaries providing CLIP secretariat services.

Additionally, other CLIP partners and stakeholders contributed to funding aspects of CLIP activities to a varying extent, ranging from funding for some meeting costs and contributions 'in kind' (e.g. free provision of venues) to part-financing of human resources dedicated to CLIP activities.

Recommendations

In view of Eurofound's decision to cease funding for CLIP activities after 2010, alternative sources of funding need to be identified and secured to ensure CLIP's future beyond 2010 (see also section on 'Sustainability').

Concerning project cost management, in light of difficulties experienced during this evaluation to determine a total and reliable overview of the total cost expended on CLIP-related activities over its lifetime, it is recommended to ensure clearer, streamlined and transparent cost accounting (activity-based costing), conceivably in line with requirements by future funding providers. General developments in the EU-funded research landscape suggest that there is an emergent trend towards full-cost accounting for diversified research co-funding. The endorsed principle of full-cost accounting would also be applicable to multi-sourced funded projects like CLIP and contribute to more transparent and accountable project cost accounting and reporting.

It is recommended that Eurofound learn from the experienced difficulties with a view to ensuring that improvements in financial and budgeting processes (e.g. Activity-based Budgeting (ABB)) come to full fruition to enable reliable and complete cost information being available at project and activity levels.

Services rendered to the CLIP operation and infrastructure – notably, the provision of 'secretariat' functions (coordination and administration) – should be fully costed and the cost shared amongst CLIP network members in the future. In the event that Eurofound continues to provide such services beyond 2010, it is strongly recommended that Eurofound is reimbursed for these costs.

Efficiency

Conclusions

For this exercise, 'efficiency' compares the relationship between inputs and outputs. A number of constraints need to be noted in order to judge efficiency and make a reliable cost efficiency calculation, such as exact figures not being available for all cost factors, nor all quantified cost contributions by other funding sources. In light of this absence of reliable and complete cost information (how much did the inputs cost in total?), an alternative internal benchmark (proxy) comparison was undertaken comparing input costs for other typical Eurofound activities with the (approximate) input cost for CLIP to come to some tentative judgements about efficiency.

Roughly speaking, it can be safely assumed that over €1 million (over a period of five calendar years) was expended on CLIP activities between the various contributors, resulting in an *average of €200,000 per annum in total*, or €160,000 per annum when only taking costs for research contracts into consideration.

Looking at the costs of research contracts paid by Eurofound in the period 2005 to 2009, only a few research study contracts fall within a similar financial cost range as CLIP, making CLIP one of the biggest research projects in Eurofound in terms of cost in recent years. The closest Eurofound internal comparators in terms of operational costs are Eurofound's Network of Observatories (NEO) and the surveys.

Recommendations

For future CLIP operations, it is recommended to formalise the cost-sharing agreements in relation to meetings and to ensure more accurate, centralised project cost controlling, which might be best placed within the CLIP secretariat. Such improved project control structures need to be catered for by the operational set-up of the secretariat and adequately resourced and supported. Ultimately, it should be possible to provide accurate and complete accounts of costs incurred, itemised by different activities.

It is also recommended that Eurofound analyse the resourcing patterns and underlying drivers for its research projects more deeply in order to test the tentatively emerging picture further – is there indeed a trend towards smaller-sized research projects in recent years? What are the drivers for this – budgetary necessity or programme and project management intent? These questions could be analysed more deeply and systematically within Eurofound.

Uptake and impact

Conclusions

CLIP does not have its own web presence and identity, but CLIP outputs are available online through three different websites (Eurofound, EUKN and EWSI), with varying levels of web use statistics, but showing that CLIP online reports are in fact accessed and downloaded by users of these websites.

A range of cases where CLIP results and products have been taken up by policymakers at different levels are recorded by Eurofound's impact-tracking and performance-monitoring systems through citations and references in official documents by other organisations. References to CLIP and its products can be found in a range of policymakers and other relevant actors contributing to the policy-making process at different levels. Uptake is strongest at European and local levels, but is relatively weak at national level.

In addition to documented evidence of official uptake, there is also an increasing number of anecdotal accounts of how CLIP products have managed to achieve an impact. While these instances are not systematically collected and recorded, some impressions can be gained through various testimonials, such as letters received by Eurofound from various parties expressing their appreciation of the CLIP activities and how they affect the improvement of migrants' situations in cities.

In terms of impact and improvements of the integration of migrants at local level as a result of CLIP, none of the respondents considered that it had been 'greatly improved'. This is not very surprising, because although it is likely that CLIP involvement will have contributed to improved policies to an extent, there are many other factors that determine the extent to which migrants are successfully integrated at local level. This is confirmed by the fact that 37.5% of respondents stated that the integration of migrants 'has improved somewhat', while 29% stated that they didn't know. However, 37.5% of the respondents indicated that the integration of migrants at local level has been improved to some extent as a result of CLIP, with a further 25% expressing a neutral view.

Recommendations

It is recommended to set up a systematic process for project impact reporting for the future. Depending on the level of Eurofound's future involvement with CLIP, this could be achieved in conjunction with Eurofound's EPMS system, which tracks the impact of Eurofound activities at EU and national level (to be discussed further within Eurofound).

There are a number of project-specific indicators, as suggested in this study, for which it is recommended that the CLIP secretariat establish its own processes for collecting evidence of impact more systematically and according to agreed methodologies. The indicators and corresponding measures should be agreed and data collection mechanisms established and regularly maintained. This can be instrumental for a further, more soundly evidence-based evaluation of (longer-term) impacts achieved by CLIP at a future time. It is also recommended that these monitoring and evaluation tasks are explicitly included in the task description for the CLIP secretariat and considered in the future resourcing of CLIP operations in terms of human and budgetary resources.

Concerning CLIP's web presence, it was noted that the absence of a single web presence and the resulting fragmentation of CLIP content over several websites has some disadvantages. For future phases of CLIP, it is recommended to review the decisions leading to the current situation and to revisit the feasibility of having a branded web presence for CLIP of its own.

Sustainability

Conclusions

CLIP is viewed by a majority of stakeholders as having continued relevance regarding the needs, problems and issues of the integration of migrants.

Eurofound's role in supporting the CLIP project was seen as having been 'critical' by almost half the cities (45.8%) and as 'very important' by most others (37.5%). In this context, finding another body/entity to replace and take over the tasks carried out by Eurofound would be crucial.

The current project governance structures have served CLIP relatively well up to now, but are likely to be inadequate in the future in light of significant structural changes to the project.

Recommendations

The positive assessments of relevance, effectiveness and impact suggest that the CLIP project has been perceived as very successful, and the involved actors desire its continuation beyond 2010, when Eurofound's funding comes to an end. Future alternative funding for CLIP must be secured during 2010 to ensure the continuation of the CLIP project beyond the current phase.

The organisational support for CLIP through the provision of a secretariat must also be reviewed and agreed during 2010, choosing between different options (i.e. continued secretariat support from Eurofound, alternative secretariat support from within the CLIP network or through another organisation). Without the services of an appropriately resourced secretariat, there is a strong risk that CLIP activities could not feasibly continue. Seeking sources for alternative funding and examining different options for future support infrastructure and project governance should be dealt with by the CLIP steering committee as a matter of priority and as soon as possible during 2010.

In light of the impending changes to the CLIP project in the future, the CLIP actors and stakeholders should reflect on the extent to which the current project governance arrangements require adjustments in the future, as these are unlikely to continue to be relevant beyond 2010, particularly after the withdrawal of Eurofound as the main funding organisation. Considering that the changes will result in a change of dynamics between different funding bodies and service providers in the future, this will inevitably have an impact on project governance structures in terms of the actors' roles and responsibilities. Effective governance structures need to be established for the next phase of CLIP to correspond to these changing dynamics and structures.

1 Context and background

Policy background in 2005 (at project inception)

The integration of migrants is an important, if not essential, component of the economic and social life of every developed European country. According to the Conceptual Framework commissioned by Eurofound in 2005:

> *'The concept of integration is understood as a process of inclusion of migrants in the core institutions, relations and statuses of the receiving society.* **For migrants** *integration refers to a process of learning a new culture, an acquisition of rights, access to positions and statuses, a building of personal relations to members of the receiving society, whereas* **for the receiving society** *integration refers to the opening up of institutions and giving equal opportunity to the migrants' (Bosswick and Heckmann, 2006).*

Good management of the phenomenon can bring benefits for both the individuals (migrants) and the receiving societies. However, a comprehensive and cooperative approach is required in order to deal with such an extended phenomenon. This can be achieved through policies and programmes designed at European, national and local levels and implemented at the national and local levels in particular. Local (municipal) authorities play an important role in implementing integration policies. It is already known that major European cities with strong economies attract immigrants from all over the world; as such, they have much experience regarding the integration of migrants into the local communities. However, it should be noted that the conceptual discussion relating to the policy areas of migration and integration has evolved since then, and continues to do so.

Origin and creation of CLIP

Given this policy context, in January 2006, the Congress of Local and Regional Authorities of the Council of Europe, together with the city of Stuttgart and Eurofound, established the European Network of Cities for Local Integration Policies for Migrants (CLIP). The project has its roots in 2001, when the Congress of Local and Regional Authorities of the Council of Europe started to hold a series of workshops and conferences on local integration policies, which were hosted by the City of Stuttgart,[1] which had collaborated closely with the Council of Europe on previous occasions. This subject, as well as the events themselves, motivated Eurofound to consider the possibility of being proactively involved in the CLIP project.

Evolution of Eurofound's involvement

Being an important actor at the European level in the field of research on living and working conditions, industrial relations and workplace developments, social cohesion and managing change in Europe, the integration of migrants is a topic of real interest for Eurofound, as it is related to its living conditions and social cohesion expertise and body of previous work in this area. Moreover, migration and labour market mobility were dealt with within some of Eurofound's earlier projects. Eurofound's interest in the subject is already reflected in the work programmes for 2005 and 2006, when the precursor projects to the CLIP project were defined. At that time, a different project title was used (Labour market mobility and access to social rights for migrants) without reference to the future network of cities that became CLIP. Thus, the idea of having an analysis of the living conditions of migrants in receiving countries and of the involvement of local authorities in the migrants' integration was already stipulated in Eurofound's work programmes.

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[1] Memorandum of Understanding on the creation of a network of European cities for the integration of migrants (2006).

Before co-creating the CLIP network, Eurofound carried out preparatory activities such as a feasibility study on the network of cities, a concept paper on relevant issues related to the topic and a research report on existing good practices on the integration of migrants at local level in Europe. Based on these activities, in October 2005, Eurofound decided to be actively involved in the CLIP network in the field of research on the integration of migrants and the role of local public authorities in Europe.

Evolution of the CLIP network

The CLIP network includes cities from all over Europe. From the beginning, it was envisioned that this network would extend to more than 35 cities across the European Union Member States and in countries in southeast and eastern Europe that are members of the Council of Europe.[2] The first city that joined the network's steering committee was the City of Vienna. At the launch conference of the network in Dublin in September 2006, 18 cities participated. At the end of the first research module on housing, which was carried out during 2007, 20 cities (Amsterdam, Antwerp, Arnsberg, Breda, Brescia, Budapest, Copenhagen, Dublin, Frankfurt, İzmir, Liège, Luxembourg, Marseille, Prague, Sefton, Stuttgart, Terrassa, Turku, Vienna, Zagreb) were actively involved in the network's activities. By 2009 and the end of the third research module, the CLIP network had been extended to more than 30 cities (Amsterdam, Antwerp, Arnsberg, Athens, Barcelona, Bologna, Breda, Budapest, Copenhagen, Dublin, Frankfurt, Helsinki, Istanbul, İzmir, Kirklees, Liège, Lisbon, Luxembourg, L'Hospitalet, Malmö, Mataró, Newport, Prague, Strasbourg, Stuttgart, Sundsvall, Tallinn, Terrassa, Turin, Turku, Valencia, Vienna, Wolverhampton, Wrocław, Zagreb, Zeytinburnu, Zürich; see also Annex F). During the last three years, some cities have left the network for various reasons, including Sefton, Brescia, Paris and Marseille. The two French cities had problems with the operation of CLIP in English, Brescia left after a change of local government towards centre-right parties with less interest in integration issues and Sefton was not interested in the third module on intercultural relations.

It should be noted that the concept of 'membership' in the CLIP network is defined in practical terms related to action research processes:

- active participation of cities in the case study research;

- participation in the two annual CLIP conferences;

- provision of funding for the participation in CLIP meetings;

- allocation of working time of city officials to support the CLIP case studies;

- openness to host one of the annual CLIP meetings.

The conditions that need to be met by participating cities can be regarded as a strong indication of commitment by the cities, and hence as a usable proxy of 'membership' in the absence of a formally defined concept of membership. Cities are also required to recommit their involvement in CLIP for each research module. It should be noted that these factors, particularly the requirement for cities to pay for their participation in the network, are unique to CLIP compared to other European city networks. Most other networks tend to pay cities for their participation, whereas for CLIP, the reverse is the case: cities have to pay themselves, and increasingly in the context of ever-decreasing municipal funds. This in itself can be regarded as a strong commitment factor to CLIP on the part of the cities.

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[2] Ibid.

CLIP project description

The aim of this project is '*to develop a strong cooperation between local and regional actors in the field of integration policy at local level by information on existing measures, development of innovative approaches, scientific evaluation of existing and new measures as well as the diffusion of best practices at European level*' (Eurofound, 2006).

CLIP's operational objectives (Eurofound, 2006) are:

- collecting and analysing innovative policies and their successful implementation at local level;

- supporting the exchange of experience between cities and encouraging a learning process within the network of cities;

- assessing the role of companies, social partners, migrant/religious organisations, non-governmental organisations (NGOs) and voluntary organisations at local level in supporting successful integration policies;

- providing an objective assessment of current practice and initiatives and discussing their transferability;

- communicating good practice to other cities in Europe and developing guidelines for good practice to help cities to cope more effectively with the challenge of integrating migrants;

- supporting the further development of a European integration policy by communicating the policy-relevant experiences and outputs of the network to European organisations of cities and local and regional authorities, the European and national organisations of the social partners, the Council of Europe and the various EU institutions.

Roles and responsibilities within the project

In terms of roles and responsibilities and in accordance with the Memorandum of understanding on the creation of a network of European Cities for the integration of migrants, the CLIP network has the following structure.

Steering committee

Members of the steering committee are the three founding members (City of Stuttgart, Congress of Local and Regional Authorities of the Council of Europe and Eurofound) and the other partners that joined the network afterwards, including the City of Vienna, the City of Amsterdam, the City of Malmö, the European Network Against Racism (ENAR), the Council of European Municipalities and Regions (CEMR) and the Committee of the Regions (CoR). In addition, representatives of co-funding organisations may also take part in the steering committee meetings (in an observer role), as well as the project network coordinator and elected representative of the city network and the scientific coordinator (in a consultative role). The main responsibilities of the steering committee are to explore possibilities in order to acquire additional funding for the project, to decide on the main issues of the project and to establish and foster good relationships with the relevant stakeholders.

Project and network coordinator

The main responsibilities of the project and network coordinator are to report to the steering committee on all activities; to establish a European network of research centres; to be responsible for the internal operations of the network and for the management of the working group of research centres; and to prepare the publication of the various outputs and contribute to the dissemination of the results. Eurofound took over the role of network coordinator from January 2006 until the end of the 2010. According to the Memorandum of Understanding, this assignment is reconsidered every year on the basis of available resources.

Network of cities

Each city had to nominate a municipal administrator to be in charge of the local implementation of the project. Moreover, participating cities have to cover their own costs for the participation of the local programme officer in network activities.

Working group of research centres

The cities in the network are supported by a group of expert European research centres. These were contracted by Eurofound following open tender procedures to conduct the relevant research modules under CLIP. The following research/university institutes have been contracted for the duration of CLIP and are therefore involved in this working group:

- European Forum for Migration Studies (University of Bamberg);

- Austrian Academy of Sciences, Institute for Urban and Regional Research (Vienna);

- Compas Research Centre (Oxford);

- Centre for Migration Studies (Liège);

- Institute for Migration and Ethnic Studies (Amsterdam);

- Forum of International and European Research on Immigration (Turin);

- Institute of International Studies (Wrocław);

- Centre for Migration Policy Research (Swansea).

Four research modules were conducted over CLIP's lifetime, with a number of city case studies completed within each module:

- housing – segregation, access to, quality and affordability for migrants (2007) – 20 case studies;

- equality and diversity policies (2007–8) – 25 case studies;

- intercultural policies and intergroup relations (2008–9) – 31 case studies;

- ethnic entrepreneurship (2009–10) – 29 case studies (Eurofound, 2008a, p. 8).

Research process

The following is a generic description of the research process applied to each research module.

1. **Concept document** (framework) (approx. 80–100 pages)

   Generated by the research group (contractors) with strong inputs from Eurofound research managers.

2. **Case study phase**

   Input: Based on a common reporting scheme (CRS) established for CLIP.

   Process: Field visits to each participating city by a research team. The standard length is five days and the cities' various participating actors and groups (action research) actively engage in the research activities. The main objective of the field visit is to fill in the gaps in information and build on the information received through the CRS. The

researchers have a brief to carry out a series of interviews with a broad range of relevant actors (local authorities, migrant organisations, media, employers, trade unions, etc.).

Direct outputs: Case study report for each city (approx. 40 pages) following the CRS.

3. **Analysis and synthesis**

   Input: Case study reports from each city.

   Process: Comparison/synthesis.

   Output:

   i. Case studies (approx. 40 pages per case study): Case studies are the outputs and are also used as standalone documents.

   ii. Comparative overview report: A composite of all city case studies compiled by the research group.

   iii. Recommendations for different policy levels: local, national, EU.

4. **Dissemination of results and absorption** (action learning)

   CLIP meetings – twice per year.

Cities

Participants:

- participating cities with one or several participants (two to four);

- research group;

- steering committee;

- Eurofound;

- other stakeholders, depending on the theme of the module and conference, such as EU or national policymakers or other organisations that are active in the given field;

- civil society representatives/migrant organisations.

The main objective of the meetings is to bring CLIP cities together so they can discuss the report, case studies, etc., exchange views and learn from each other on a given theme. For example, the objectives of the seventh CLIP meeting are to:

- discuss the draft overview report;

- provide a systematic overview of areas of local policy intervention on intercultural relations and intercultural dialogue that could then lead to the formulation of some local policy guidelines;

- discuss innovative policy initiatives of local authorities on relevant issues based on the experiences of CLIP cities as well as other cities;

- allow civil societies to comment on the local policies of the respective cities.

EU event

Participants: approx. 180–200 people.

Purpose:

- To elevate a particular issue to a broader EU/international perspective.

- To organise an effective bottom-up and top-down dialogue, including all relevant actors in effective local governance on the horizontal level.

Outputs of meetings and conferences:

- The conference itself.

- Tangible outputs from the conference include the conference report/summary (not available for the initial conferences, but a summary is planned from the VII CLIP meeting).

Intended outcomes:

- Satisfied and well-informed participants who leave the conference equipped with extended knowledge and examples from other cities of how to deal with a given issue.

- All participants should also have a better understanding of views and experiences of other cities' migrant organisations, civil society, etc. Additional intended outcomes are networking between cities and transferability of practices.

5. Publication of report

6. Dissemination

This research process can be illustrated by Figure 1.

Figure 1: *Process overview (example of third module)*[3]

3rd module - Intercultural policies

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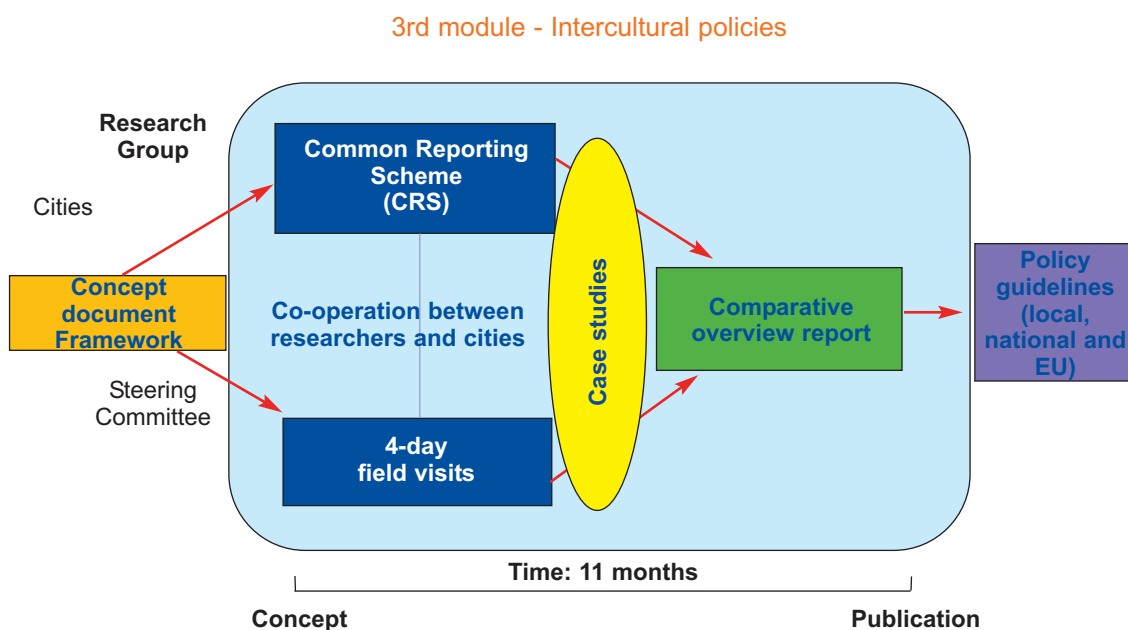
[3]   Presentation to CLIP advisory committee, 2 April 2009, slide 6.

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Interim evaluation study

Objectives

The purpose of this study is a limited interim evaluation on the current phase of the CLIP project in order to assess the success of the project so far and to inform decisions on its future. This interim evaluation incorporates elements from ex-post and ex-ante evaluation perspectives, as well as internal and external perspectives.

The present study was carried out in parallel with, but separate to, the externally conducted ex-post evaluation of the 2005–8 four-year work programme period, which was conducted in the second half of 2009. CLIP has been selected as a case study for this external evaluation. With a view to creating synergies and efficiencies in conducting both evaluations, some of the fieldwork has been conducted jointly by the CLIP internal evaluation team within Eurofound and the external contractors for the ex-post evaluation. The results of the fieldwork (e.g. survey of CLIP network members) are shared, but analysis is conducted separately under the respective scopes of these separate exercises.

As a *formative* evaluation, this internal interim evaluation is envisaged to feed into the discussion process for the future of CLIP, organised within the remit of the CLIP steering committee, Eurofound and other relevant stakeholders.

Scope

This study sets out to provide preliminary answers to a set of questions concerning the project intervention of CLIP, primarily from the organisational perspective of Eurofound as a central agent in the conceptualisation, design and operation of CLIP to date, and within a context of anticipated changes for the project.

During the Eurofound governing board meetings in October 2008 and October 2009, it was decided that Eurofound should stop funding new CLIP research activities beyond the fourth module (2010), as it was felt that Eurofound had invested enough by that stage. The organisational changes to the CLIP project and operations arising from this decision necessitated a need to take stock and reflect on CLIP's successes or shortcomings to date, as well as what lessons can be drawn from these to inform decisions about CLIP's future without Eurofound's central operational involvement.

From this background and perspective, a series of questions are central to this study. The key evaluation questions addressed in this study, together with the evaluation methods and tools used to obtain the required evidence and data, can be found in Annex B.

The following evaluation tools were used.

- **Desk research:** Analysis of public and internal project-related documentation, including a limited **economic analysis**.

- **Survey:** An online questionnaire was developed jointly by this evaluation team and the external contractor – the Centre for Strategy and Evaluation Services (CSES[4]) and administered and analysed by CSES. The results are shared also for the purposes of this evaluation report.

- **Two focus groups** were conducted – focus group 1 (FG 1) in June 2009 in Brescia (Italy), with the extended CLIP steering committee, and focus group 2 (FG 2) in September 2009 during the seventh CLIP meeting in Amsterdam (Netherlands), consisting of a small group of participants (see Annex C).

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[4] CSES is the external contractor for Eurofound's ex-post evaluation of the 2005–8 four-year work programme, which was conducted during the second half of 2009. CLIP is a case study within that context which provided an opportunity to conduct some of the fieldwork jointly and share results.

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Results of the interim evaluation

<div style="text-align: right">*3*</div>

Relevance

General relevance

The evidence collected in this study suggests that the participants in the CLIP project deem the objectives of CLIP to be highly relevant and pertinent to the needs and issues in this policy arena. Evidence for this finding is borne out by a number of facts.

Survey findings

According to the CLIP members' survey carried out in October 2009,[5] for 66.7% of the respondents, the needs, problems and issues of integration of migrants are very well reflected in the objectives and activities of CLIP, whereas for 33.3% they are 'quite relevant' (question 4 of survey). This demonstrates that the CLIP project has been well positioned to address the general needs and problems faced within this field.

Q4: *In your view, are the objectives and activities of CLIP relevant to the needs, problems and issues of integration of migrants? %*
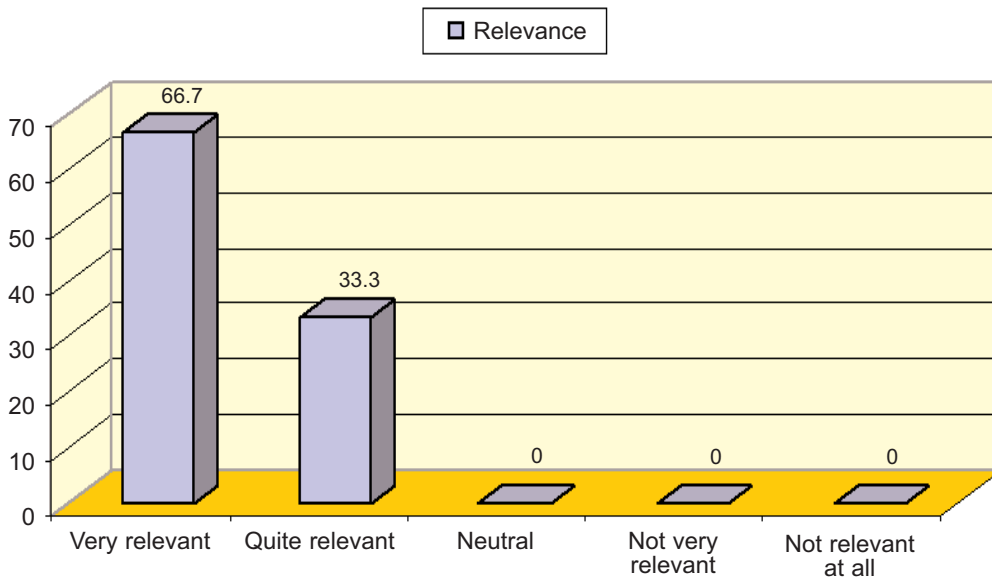
Relevance of CLIP activities

Overall, the CLIP project was seen as having been successful in achieving its aims (29.2% of respondents said this had been 'very successfully' achieved, while 45.8% said 'quite successfully').

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[5]   This survey was carried out by CSES in the context of CLIP being a case study in the ex-post evaluation of the 2005–8 four-year work programme conducted by CSES in the second half of 2009. The data of this survey were shared for the purposes of this CLIP interim evaluation. The survey was conducted amongst the 30 CLIP member cities and yielded 24 responses from different cities.

Q11: *Overall, how successful has CLIP been in achieving its aims? %*
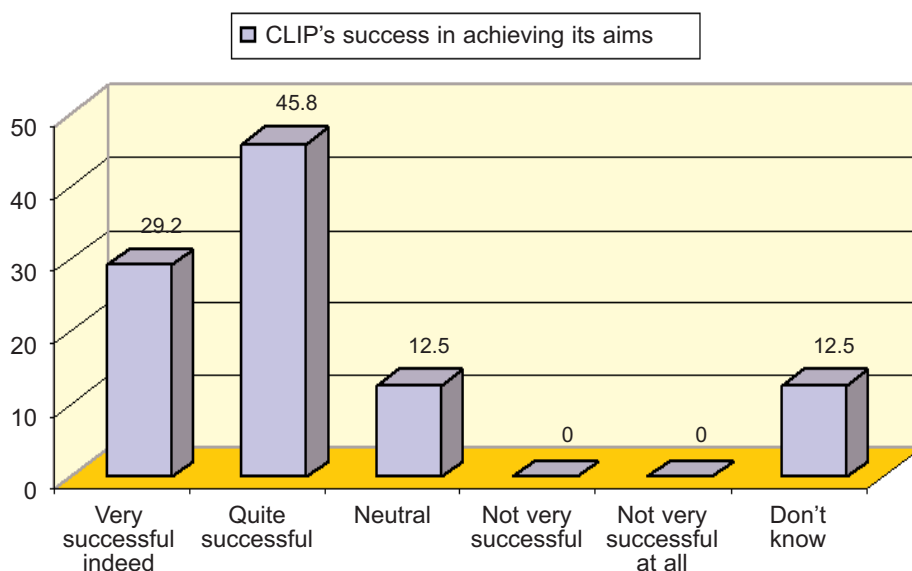
The activities carried out within the project have been considered to be very useful. The main activity – the research modules – was seen as being highly relevant to the issues faced by CLIP members, with the outputs being of a good quality, with 70.9% of the survey respondents stating that the research modules were the most important activity. However, the other three types of activities are appreciated as well, the ranking being quite close to the best ranked one (66.6% for 'Case studies and good practice material', 62.5% for 'Conferences, workshops and other events' and 54.2% for 'Support for networking').

Participants in the focus groups have given examples of CLIP's relevance and how it helps to address the policy issues.

▪ The CLIP newsletters (a communication product aimed at internal project communication amongst CLIP members themselves) record presentations given by members of the CLIP network upon invitation at other events. In 2009, for example, 23 such presentations upon invitation were reported in the newsletters, compared to 21 in 2008 and 16 in 2007.

▪ Acknowledgement by local-level politicians: A number of letters[6] have been sent to Eurofound from mayors of 14 involved cities, thanking Eurofound for its central contribution in the establishment and operation of CLIP and detailing some of the benefits the CLIP project has provided to the integration of migrants at local levels in the cities concerned, as well as contributions to the wider policy arena at other levels.[7]

An analysis of the evolution of CLIP objectives over the lifetime of the project has shown a significant expansion in the scope of the stated and implicit objectives.

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[6] Available within Eurofound.

[7] In order to appreciate the significance of this, it should be noted that some of these mayors are very important figures in their national context and that it can be difficult to get their signatures within city administrations.

Relevance for Eurofound

Eurofound's activities relating to CLIP took place within the framework of Eurofound's four-year work programme for 2005 to 2008 (Eurofound, 2004). One of the seven 'general objectives' (orientations) defining Eurofound's work in this rolling work programme concerns '*develop[ing] its work in the light of practical experience – this will involve analysing initiatives in workplaces and companies in particular, **but also in communities and regions**' (Eurofound, 2004, p. 9). The latter directly corresponds to CLIP's scope and stakeholder base, which differs from the traditional Eurofound focus on workplaces.

Further relevant references in this four-year work programme to what later became CLIP activities can be found under 'Priorities for 2005–2008' (p. 11). Under the section 'Research and exploring what works', it is mentioned that '*according to its mandate, the Foundation has the task of developing ideas on the improvement of living and working conditions in the light of practical experience. This means exploring both what works and what does not. […] This could involve case studies and action research in workplaces and **local settings, […] or regions in selected Member States.**'

Details of specific activities of what later became known as CLIP are not mentioned specifically in this four-year work programme due to the fact that this is a rolling framework programme. CLIP activities can be quite clearly anchored within the broad objectives and priorities and can therefore be deemed to correspond to the 2005–8 work programme objectives.

Are these objectives well served by the current contractual and operational arrangements?

Eurofound has contracted a number of study contracts since 2005 following open tender procedures. The first relevant contract, awarded to the European Forum for Migration Studies (EFMS), was titled 'Integration and access to social rights of migrants: The contribution of local and regional authorities' (July 2005 to January 2006) and resulted in a conceptual framework, an analytical report on the practices of integration policy in Europe at local level and a feasibility study that compared costs and benefits between different approaches of generating the envisaged case studies, e.g. a traditional case study approach versus active cooperation with an existing network of cities and local authorities on integrating migrants in Europe.

Subsequently, the recommendation of the feasibility study was adopted to pursue case study research with the active cooperation of local authority actors (action research), based on the assumption that an existing network of cities on integrating migrants in Europe operated by the Council of Europe would provide the feasible existing network infrastructure, bringing together the required actors at local levels.

This preliminary work culminated in the Memorandum of understanding between Eurofound, the Council of Europe and the City of Stuttgart in January 2006. This memorandum henceforth became the basis of cooperation and CLIP activities and also marked the coining of the CLIP project name. During the first half of 2006, the network coordinator started to establish the network of cities, including a first briefing meeting in Stuttgart in May 2006. During this process it became evident that the existing infrastructure of the Council of Europe only provided a small number of city contacts (five to six), which proved too small for the intended purposes. Hence, an additional recruitment drive for cities was deemed necessary and was successfully implemented, resulting in the CLIP network.

The core of the subsequent CLIP activities consists of four research modules that were carried out between 2006 and 2009.

How relevant is CLIP in the framework of Eurofound's new four-year work programme for 2009 to 2012?

Eurofound's four-year work programme for 2009 to 2012 makes explicit references to topics currently researched and dealt with within the context of CLIP – 'social, economic and cultural integration of migrants' is listed as one of the orientations and topics for the 2009–12 period under the area 'promotion of social inclusion and sustainable social protection' (Eurofound, 2009, p. 12). Thus, the topic of integration of migrants can clearly be regarded as being firmly anchored as a relevant topic area within the framework of that four-year work programme, which has been adopted and is supported by Eurofound's governing board.

However, a distinction probably needs to be made between this support for the general topic and for the CLIP project itself. While the former is uncontroversial and is clearly seen as relevant for Eurofound, support for the CLIP project itself in Eurofound's governing board has been subject to much debate over the years.[8] In October 2008, Eurofound's governing board decided not to continue CLIP activities beyond 2010.[9] In the context of the approval of the new four-year work programme, the governing board expressed concerns about CLIP consuming a rather large proportion of scarce budgetary resources and the 'value for money' question was raised during its discussions, particularly vis-à-vis other Eurofound activities and in light of a tight budgetary perspective. With a view to maintaining a budgetary balance, it was decided to discontinue Eurofound's budgetary commitments to CLIP, although the continued relevance of the topic is evidenced by the explicit inclusion of the topic in the new rolling work programme. However, this position was partly revised during the governing board meeting in October 2009, in which a small additional budget was granted for 2010 for the purpose of disseminating CLIP results.

It can be observed that the links between the social partners and the CLIP stakeholders[10] are relatively weak. The stakeholders in the CLIP project include a range of actors that are 'atypical' from Eurofound's perspective. CLIP's focus on the local/municipal level is in marked contrast to Eurofound's traditional focus on EU, national, sectoral and company levels, while local and regional perspectives tend to be rather marginal. The social partners – which are centrally involved in Eurofound's governance structures and the focus of much of Eurofound's activities – are not strongly involved in CLIP.[11]

Views of Eurofound's Advisory Committee on Living Conditions on the CLIP project

In 2005, the CLIP project was highly supported by the members of the Advisory Committee on Living Conditions, who acknowledged the importance of CLIP in the coming years and said, '*All participants agreed that this is a worthwhile project and should be supported.*'[12] They also stated, '*The Employers' representative congratulated the Foundation for having initiated the project, which would be of great importance*'[13] In 2006, the Advisory Committee continued to give their full support to the CLIP project: '*A trade union representative supported the project strongly and regarded the issue of integration of migrants as one of the key challenges for social cohesion in Europe.*'[14]

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[8] This is well documented in the public minutes of the governing board and the bureau between 2005 and 2009. An analysis of these minutes has been made for the purposes of this evaluation and is available.

[9] Decision taken by governing board in October 2008 (minutes), in context of the 09-12 four-year work programme development discussion.

[10] See Annex D for a comprehensive overview of CLIP stakeholders.

[11] This is also reflected in the governing board/bureau minutes and is evident from fieldwork carried out in the context of the ex-post evaluation of Eurofound's 2005–8 work programme (e.g. survey results), which show weak awareness/participation of social partner representatives in CLIP activities.

[12] Minutes of the Advisory Committee on Living Conditions, 24–25 January 2005.

[13] Minutes of the Advisory Committee on Living Conditions, 15–16 September 2005.

[14] Minutes of the Advisory Committee on Living Conditions, 19 September 2006.

However, questions were raised regarding Eurofound's contribution to the project: '*[…] more information about the role and contribution of the Foundation was requested by the Employers' representative. […] it was made clear that city officials were collecting and providing information as part of their own work; the Foundation would pay no expenses for city representatives.*'[15]

Moreover, the issue regarding the project's sustainability was tackled as well: '*It was pointed out that the Foundation had played a major role in establishing the CLIP network, but it was planned that the network should, in due course, continue on its own.*'[16]

Economy

Eurofound's operational expenditure: Input costs over the project lifetime (2005–9)

It was surprisingly difficult to accumulate a total and reliable overview of the total cost expended on CLIP-related activities over its lifetime (since 2005 to date). A number of costs were not traced and clearly allocated to CLIP at the time, and it proved to be difficult to near impossible to retrospectively obtain a reliable overview of input costs. The figures quoted below are based on the most reliable continuous financial information sources available throughout the whole period, particularly the contracts database (OSU) recording research contract expenditure. There are some gaps concerning meeting and mission costs. Dissemination and communication costs were omitted, as it proved too difficult to disaggregate relevant cost information to the project level.

On a general level, one conclusion of this situation is that (probably atypically) it was easier for this project to account for the project outputs than for the project inputs. While this is a somewhat surprising finding, it should also be noted that in latter years (especially 2008 and 2009), a number of improvements were introduced in Eurofound's financial and project management (e.g. activity-based budgeting, improved project management systems and reporting, etc.). These tools were not available in the earlier period concerned (2005–7) to the same extent, so it can therefore be reasonably expected that such difficulties in accounting for overall project-related input costs over the project lifecycle should not occur in the future.

Research contract costs:	€796,768
Costs related to staff missions:	€59,437
Cost estimates for meetings:[17]	€150,000
Total:	**€1,006,205**

Dissemination and communication costs and Eurofound staff costs are not included in this total,[18] hence the full cost of this project, taking into account all direct and indirect costs from all sources, is not readily available. For the purposes of this study, we are therefore mainly referring to the input costs carried by the main funder, Eurofound.

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[15] Ibid.

[16] Ibid.

[17] Meeting cost information has not been recorded consistently and cost information is incomplete. It is therefore impossible to reconstruct retrospectively in a reliable way. Based on available information, however, it was possible to estimate an annual average meeting cost of €30,000. Multiplied by five years, this results in the estimated meeting cost of €150,000.

[18] Staff salaries are not within the scope of this evaluation study and is considered a static cost factor. Staff inputs are only considered in terms of full-time equivalents (FTEs).

In other words, over CLIP's lifetime to date (2005–9), more than €1 million has been invested into CLIP by Eurofound funding alone. In addition, some other sources contributed to the funding of CLIP operations.

Other funding sources

CLIP partners and stakeholders contributed to CLIP activities to a varying extent. The exact monetary value of their respective contribution is not easily quantifiable retrospectively because the information was not centrally kept. For example, contributions include the following.

Council of Europe:
- Provided funding for printing costs of some published reports.

Private foundations:
- Robert Bosch Foundation: Financing of 0.5 full-time equivalent (FTE) (City of Stuttgart).
- Soros Foundation: Funding of some meeting costs.
- Böll Foundation: Funding of some meeting costs.
- German Marshall Fund: Funding of some meeting costs.
- Fondazione Guido Piccini: Funding of some meeting costs.

Participating cities:
- Funding of own participation at meetings and in research modules, including associated staff costs.
- Host cities of CLIP meetings, e.g. the City of Amsterdam had a budget of at least €30,000 to support the VII CLIP meeting.
- Committee of the Regions: Supporting two CLIP meetings in Brussels by providing rooms and interpretation.
- Research centres: Providing meeting rooms.

Human resources:
- Eurofound dedicated staff inputs of 2.5 FTEs for CLIP network activities (CLIP secretariat).
- 0.5 FTE paid for by Robert Bosch Foundation.

Workload/tasks:
- Tasks of CLIP secretariat (currently taken by Eurofound).
- Other tasks by other actors (unquantified).

Efficiency

This section compares the relationship between inputs and outputs for the requirements of this exercise.

A number of constraints need to be noted with a view to judging efficiency:

- Exact figures are not available for all cost factors to make a reliable cost efficiency calculation.

- In light of this absence of reliable and complete cost information (how much did the inputs cost in total?), it was decided to use an alternative to come to some tentative judgements about efficiency. An internal benchmark comparison can be undertaken comparing some elements of the input costs for other typical Eurofound activities with the (approximate) input cost for CLIP.

Roughly speaking, it can be quite safely assumed that resources of over €1 million (over a period of five calendar years) were expended on CLIP activities between the various contributors, resulting in an average of €200,000 per annum in total – or €160,000 per annum when just taking costs for research contracts into consideration.

Despite methodological constraints in terms of the comparability of activities, this 'proxy benchmarking' exercise aims to provide some level of comparison of what type of activities can typically be undertaken with resources of a comparable magnitude as the approximate expenditure by Eurofound on the CLIP project over its lifetime. From a European taxpayer perspective, the basic question is what activities (financed by Eurofound and other sources) can typically be financed with a comparable amount of money.

Cost comparison: Investments in other Eurofound projects/contracts

Network of European Observatories (NEO)
Information provision services provided by NEO observatories annually (2005–8) cost an average of €1.35 million per year (Eurofound, 2008b, p. 16). These contracts relate to the ongoing information service provision for the three observatories – the European Industrial Relations Observatory (EIRO), the European Working Conditions Observatory (EWCO) and the European Restructuring Monitor (ERM) (ongoing monitoring). In addition to this, there are also separate contracts for the provision of analytical services in NEO, of which the average cost is €345,000 per annum.

Of course, the activities of NEO are not directly comparable to CLIP activities in that NEO relates to ongoing monitoring activities, whereas CLIP relates to (action) research and networked learning processes. However, both activities are comparable in the sense of being *ongoing activities over an extended period* as opposed to singular, once-off research contracts. Furthermore, they can be considered to be comparable in terms of scale of expenditure of +/- €1 million.

Flagship surveys by Eurofound
While Eurofound's surveys cannot be compared with CLIP in terms of type of activity, they are useful comparators in terms of magnitude of resources expended.

Contract costs (from contract database)
- **Project 0156 – working conditions survey in 2005**: €1,339,292 (25 Member States) (05-3030-59) (excluding costs for Switzerland and Norway and PHARE/IPA contributions covering candidate countries).

- **Project 0208 – quality of life survey in 2007**: €1,947,577 (EU27 + Croatia and Turkey) (07-3030-02).

- **Project 0272 – company survey in 2008** (EU27, Croatia, Turkey, Former Yugoslav Republic of Macedonia: €78,500 (lot 1: 07-3030-14); €1,928,700 (lot 2: 08-3030-06); €147,000 (lot 3: 09-3030-03).

In other words, very broadly speaking, for the total cost of operating CLIP activities over five years, Eurofound could finance nearly one year of NEO operations or finance the majority of one of its main flagship survey projects.

Ordinary once-off research contracts

Looking at the contract costs for research contracts committed in the period 2005 to 2009, it is striking that apart from CLIP, only a few research study contracts fall within a similar financial cost range (between €150,000 and €225,000).

Two in 2005:
- Flexibility and security over the life course (€189,750).

- Monitoring quality of life in Europe (lot 1) (€225,000).

Four in 2006:
- Post-test of the European Working Conditions Survey (€158,075).

- Labour market mobility and access to social rights for migrants in EU countries, Romania and Bulgaria (€179,970).

- Employment initiatives for the ageing workforce in the EU (€158,343).

- Ex-post evaluation of Eurofound in the programming period 2001–4 (€187,350).

One in 2007:
- Labour market mobility and access to social rights for migrants in EU countries, Turkey and Croatia (€203,850).

No other research projects fall into this cost category in 2008 and 2009, but remain below it.

While this comparison is in itself interesting in terms of the evolution of financial resourcing for research projects over this period, it is not appropriate to compare these projects with each other or to CLIP, as they are all very different in nature. It could be interesting for Eurofound to analyse the resourcing patterns and underlying drivers more deeply, but this is not useful in the context of this study.

Human resource efficiency

Another aspect of efficiency concerns manpower inputs to the operations. From the beginning until mid-2008, the CLIP secretariat (the main coordination hub located in Eurofound, responsible for the coordination and organisation of all CLIP activities) was run by one FTE research manager position and 0.5 FTE secretarial support position. In mid-2008, another 0.5 FTE research manager was added to the secretariat. An additional 0.5 FTE resource was available to CLIP on a recurring basis in the founding member City of Stuttgart.

Comparing these rather slim and only moderately increased human resource inputs to the considerable and steeply growing CLIP activities and outputs, the CLIP operations can in fact be considered to have been very efficient.

Conclusions

Concerning data availability, it should be noted that there are gaps and inconsistencies in the way project-related costs were tracked. While expenditure for research contracts is very transparent and fully controlled, as is the case with mission costs incurred by relevant Eurofound staff, this does not appear to be the case for meeting costs. Thus, it was not possible to reconstruct exact figures of costs associated with all meetings. This appears to be due to varying ways of recording meeting costs within Eurofound over the period 2005 to 2009, so it proved to be impossible to retrospectively establish which costs were incurred in relation to CLIP-related meetings.

In addition, many CLIP meetings have some form of cost-sharing arrangement between the different organisations involved as a result of the Memorandum of Understanding and the way CLIP operations work accordingly. While it would not have been possible to organise CLIP meetings without these cost-sharing arrangements, this has contributed to the lack of cost control and transparency, as evidenced by the difficulties in collecting complete cost information in relation to meeting costs.
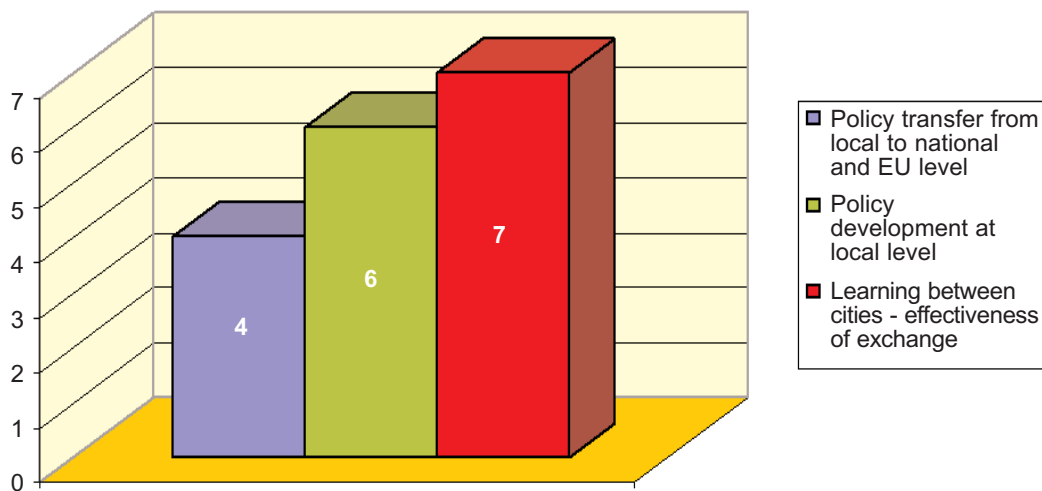
Effectiveness

At the outset of this study, a number of questions were suggested that could be reasonably asked under the heading of 'effectiveness', reflecting the explicitly stated or perceived project objectives of CLIP.

At focus group 1 (FG 1) in June 2009, with the extended steering committee, a group discussion exercise was undertaken in relation to some areas to which the effectiveness question can be applied. In this exercise, the participants' own perception of CLIP's effectiveness at a number of levels was rated on a scale from one to 10.

Each participant was first asked to rate the criterion individually, and then an average score was derived from the total scores given. The results were as follows.

CLIP effectiveness at different levels (scale from one to 10)

According to this limited exercise, the effectiveness of learning between cities was considered to be the relatively highest of the three criteria (average score seven out of 10), followed by policy development at local levels (average score six out of 10). Policy transfer from the local policy levels to the national and EU level was considered to be the relatively weakest, scoring an average of four out of 10.

This relative order was confirmed and further substantiated in subsequent discussion in FG 1 and other interviews. For example, the two Brussels-based CLIP events in particular showed a significant gap between the perceptions of EU policymakers and cities. Many city representatives told the CLIP secretariat that '*Europe had nothing to offer*' them and were dismayed by their reported experience that '*Europe was not really interested in listening to the cities' experience and policy proposals*'. A large gap is perceived to exist between the EU and local levels. There was also a reported '*large difficulty to mobilise cities for the second Brussels conference in December 2009*', which can be seen as a further indication of this situation.

However, it should be noted that the validity of these findings is limited by a number of constraints.

- **Limited participation**: In total, only a quite small group of stakeholders in the wider sense were interviewed as part of a focus group (FG 1 and 2), which were not necessarily fully representative of the entire CLIP stakeholder landscape (see Annex D). Despite efforts to obtain a reasonable balance in terms of diversity, this was not fully achieved due to practical constraints.

- **Self-selection bias**: The participants in FG 1 consisted of members of the CLIP steering committee, which are all highly committed to the project and its core driving forces. Their unanimously high assessment of the effectiveness, relevance and impact of CLIP is obviously influenced by their commitment and high motivation. For this reason, the second focus group meeting (FG 2) was planned, with the aim of obtaining more diverse representation and views. However, participation at FG 2 was very limited (only five participants from two cities, both from the high-engagement cluster, plus one researcher and two steering committee members; see also Annex C), and therefore achieved little to counteract the self-selection bias evident in FG 1.

- **Local-level bias**: Participants and interviewees were mainly familiar with the local policy levels, and thus not as knowledgeable about the EU level.

For this reason, the online user survey for CLIP participants has been designed to triangulate the limited focus group perceptions.

User survey

Overall, the CLIP project was seen as having been successful in achieving its aims (29.2% said this had been 'very successfully' achieved and 45.8% said 'quite successfully') (question 11).

Q11: *Overall, how successful has CLIP been in achieving its aims? %*
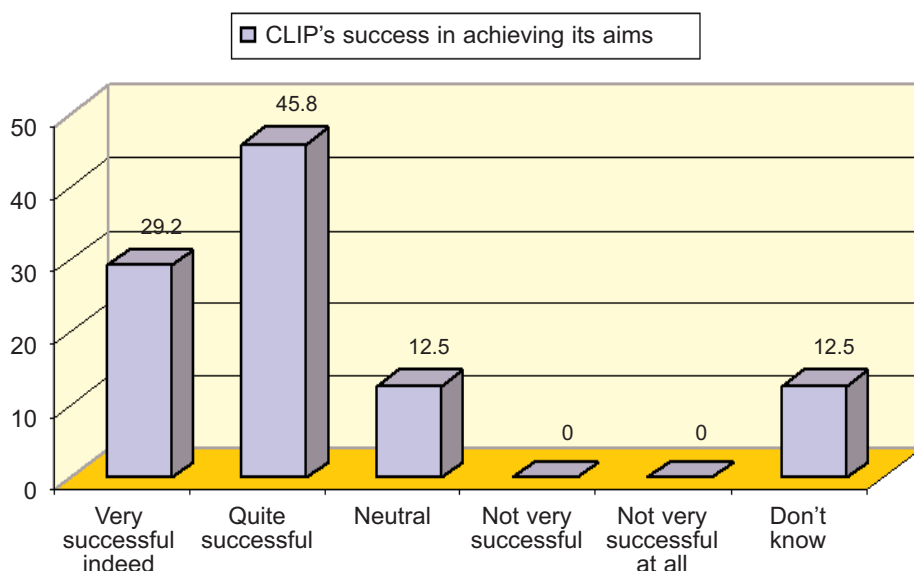

The activities carried out within the project are considered to be very useful. The main activity – the research modules – was seen as being highly relevant to the issues faced by CLIP members, with the outputs being of a good quality, with 70.9% of the survey respondents stating that the research modules were the most important activity. However, the other

three types of activities are appreciated as well, the ranking being quite close to the best ranked one (66.6% for 'Case studies and good practice material', 62.5% for 'Conferences, workshops and other events' and 54.2% for 'Support for networking') (question 5).

Q5: *CLIP supports a range of activities. Which activities have you been involved in and how useful are the different activities to you? %*
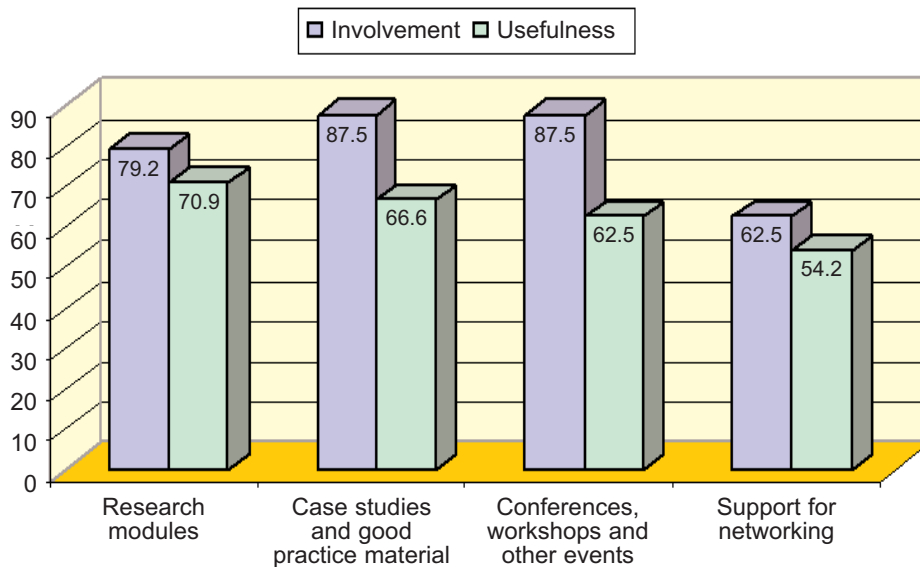
Concerning the research modules carried out within the CLIP project, 75% of survey respondents reported that the research module on intercultural policies was of a 'very' or 'quite' high quality, but a significantly lower proportion (62.5%) said the same about the module on equality and diversity in jobs (question 6). It should be noted that because the research module on ethnic entrepreneurship has only just begun, it was too early for feedback on the quality of the outputs. Regarding the relevance of CLIP research modules to the participating cities/organisations, all four of them were considered to be 'very relevant' or 'quite relevant' (79.1% for the first module, 83.3% for the second module, 83.3% for the third module and 70.8% for the fourth module).

Q6: *Looking more closely at the different CLIP research modules: a) relevance to your city/organisation and b) the quality of research. %*
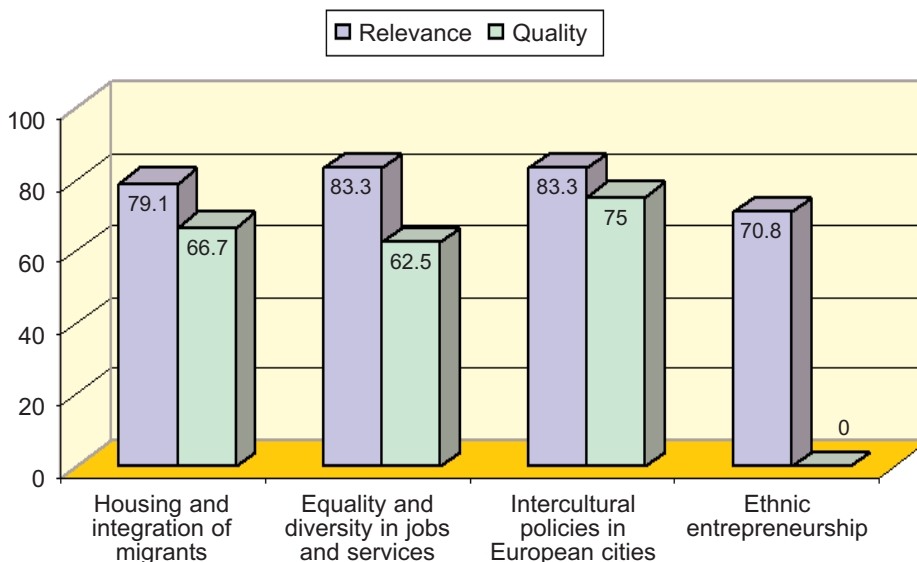
However, even if CLIP's research activity was highly appreciated by the 24 respondents, being considered very useful and relevant both to their cities/organisations and to the policy itself, quite a large percentage of the respondents (54.2%) stated that there were certain gaps in CLIP's research coverage on issues concerning the integration of migrants (question 7).

Q7: *Are there any gaps in CLIP's research coverage on issues concerning the integration of migrants that you would consider relevant? %*

☐ Relevant gaps

[Bar chart showing:
Yes: 54.2
No: 16.7
Don't know: 29.2
Y-axis scale from 0 to 60 in increments of 10]
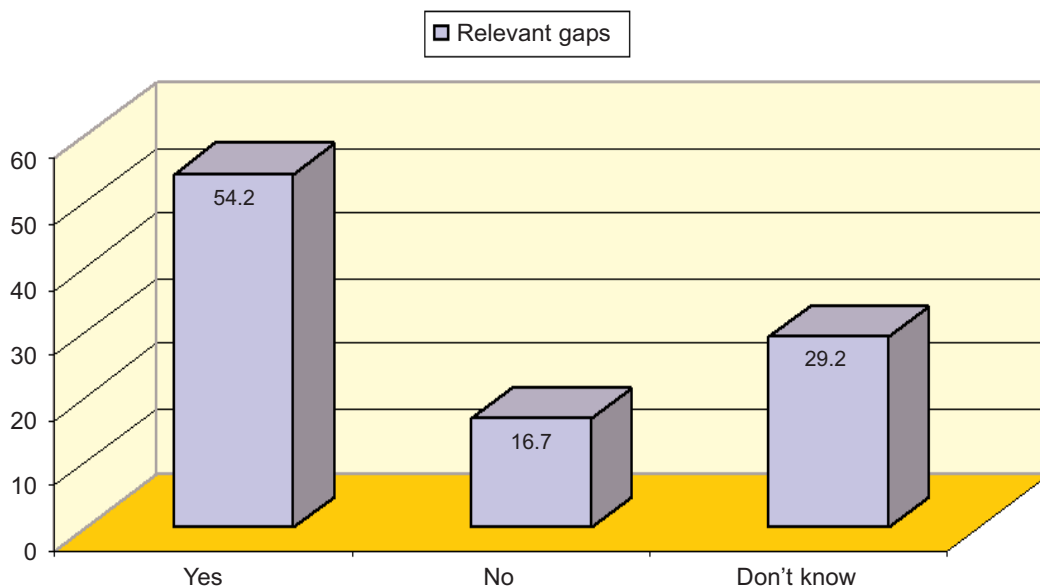
This result is realistic. Given the complexity of the integration agenda and related policies that are addressed in CLIP research modules, the existence of gaps is to be expected.

Constraints of findings

Within the framework of this evaluation study, it has not been possible to obtain views of less engaged participants, or even those not as convinced of the project's effectiveness. For example, members of Eurofound's governing board or the Living Conditions Advisory Committee members have not been systematically interviewed for the purposes of this internal project evaluation. However, the ex-post evaluation of Eurofound's 2005–8 work programme was conducted by an external contractor at the same time as this study, in which CLIP is included as a case study.[19] This has resulted in some collaboration and synergies (as regards the survey that has been conducted in collaboration with shared results). In the context of the fieldwork for the external evaluation, interviews of a much wider stakeholder base have taken place and the question of CLIP was included where relevant. Therefore, the external evaluation adds some further insights that complement the more limited fieldwork possibilities of this internal evaluation of CLIP.

Effectiveness of CLIP membership

Constancy of membership

- Evolution over time.

- Participation in different modules.

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[19] Centre for Strategy and Evaluation Services (2010): Expert evaluation of Eurofound four-year work programme 2005-08, http://www.eurofound.europa.eu/about/publicaccess/documents/general/exposteval2005_2008rep.pdf

Selection criteria for membership

The Memorandum of Understanding stipulates the following membership criteria:

- The stated intention was to have up to 30 cities, of which 20 would be in the EU.

- More importance was to be given to the 15 'old' EU Member States because the integration of migrants was regarded as a stronger challenge in those than in the new Member States that joined the EU in 2004 and 2007. However, cities in countries outside the EU would be considered provided they fulfilled Council of Europe membership (e.g. Istanbul, İzmir, Zagreb, Zürich).

Concerning the actual implementation of these criteria, there are some observable gaps and inconsistencies in reality compared to the vision stated in the memorandum.[20]

- Weak participation of French cities: French cities are not strongly represented in the CLIP network. Marseille was included in module 1, but discontinued membership following the conclusion of module 1. Paris participated in some meetings and the city of Strasbourg joined in October 2009 for module 4. The reasons for French cities being under-represented in CLIP remain somewhat unclear. Some anecdotal evidence from FG 2 discussions suggests that the reason may be found in a national policy context relating to integration policy that is specific to France and the use of English as the working language in CLIP. This could be further investigated.

- Some geographical areas are not represented, e.g. Romania and Bulgaria, despite direct contacts with the deputy mayors of Bucharest and Sofia. While this appears to be congruent with the original assumption stated in the memorandum that issues relating to the integration of migrants may not be as pertinent to new Member States (it could be argued that this may be particularly the case for these two Member States, which only joined the EU in 2007), there were repeated attempts by Eurofound's CLIP secretariat to establish contacts with Bucharest, which appear to have been unsuccessful. Again, further investigations concerning the reasons could be undertaken. However, it has to be noted that cities from the NMS are under-represented or non-existent in most EU-wide city networks. Therefore, the European Committee on Migration (CDMG) of the Council of Europe has asked CLIP to organise a meeting with cities from this region in conjunction with the ninth CLIP meeting in Zagreb at the end of 2010.

- Looking at the actual cities involved in CLIP, there is some heterogeneity between large, medium-sized and smaller cities. The secretariat views this feature of CLIP as providing additional benefits, as it prompts looking at integration problems experienced by smaller cities in particular and allows learning and knowledge transfers between different-sized cities, as smaller and medium-sized cities tend to experience different problems than larger cities.

- Total numbers of cities involved: Contrary to the originally envisaged number of 30 cities, up to 41 cities were found to have had some involvement with CLIP over its lifetime (see Annex F). An analysis of the specific involvement of cities in CLIP activities identifies that there approximately three clusters of cities: a high-engagement cluster of about 14 cities that are involved constantly and very intensely (all modules, all meetings); a small group (four cities) with very weak engagement (only one module and few meetings); and a third cluster of 'medium' engagement cities, which offer a mixed picture of engagement in some modules and meetings.

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[20] List of cities' involvement (Annex F).

CLIP network cohesion and network effects

The user survey provides some answers to the question regarding what extent CLIP members perceive themselves as part of the network. Two thirds of CLIP members surveyed stated that CLIP had been 'very' or 'quite' effective in promoting networking and the sharing of experience between its members (66.6%) (question 8).

Q8: *How effective has CLIP been in promoting networking and the sharing of experience between its members? %*
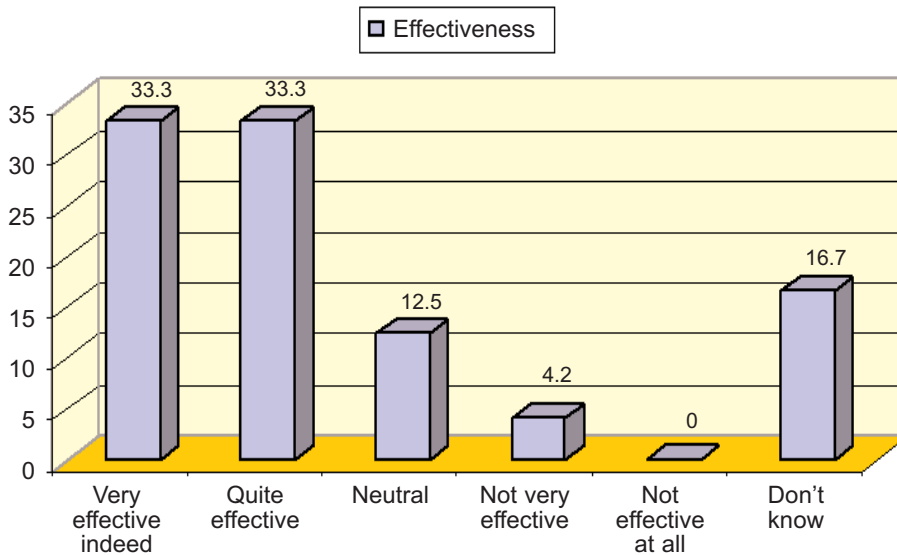
Moreover, 71% of members said that without CLIP, it would have been 'not very easy' or 'not easy at all' to develop the same contacts and sharing of information with other European cities on issues concerning the integration of migrants. Thus, in terms of networking, CLIP seems to have reached its objectives.

Q12: *Without CLIP, to what extent could you/have you been able to develop the same contacts and sharing of information with other European cities on issues concerning the integration of migrants? %*
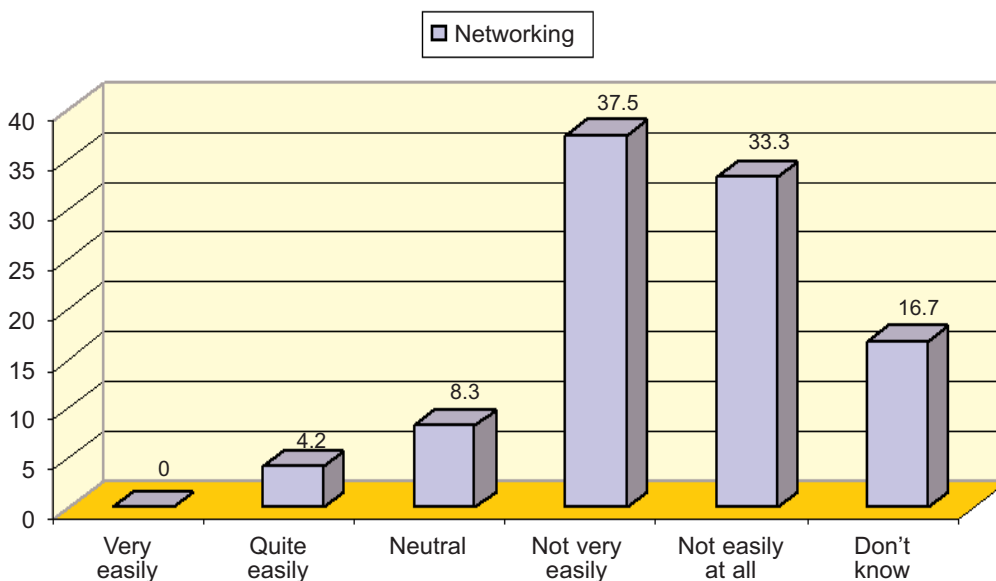
When it comes to their length of involvement, 58.3% of the respondents have been in the network for more than two years, 37.5% for one to two years and only 4.2% for less than one year (question 3).

Q3: *How long have you been involved in the CLIP network? Please explain the nature of your involvement. %*
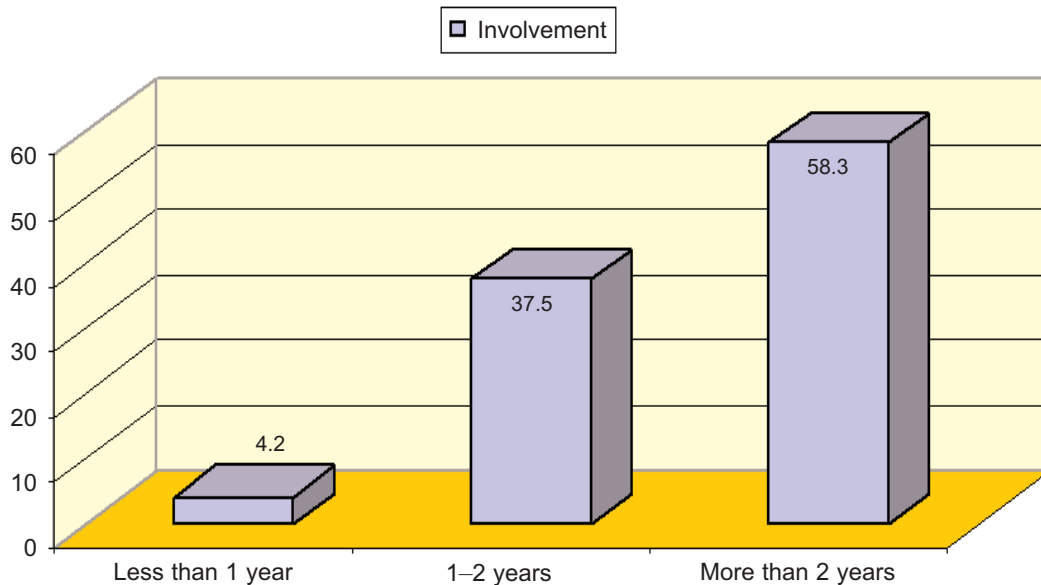
This finding also provides a partial answer to the question of how deeply involved CLIP member organisations are in the network. This could be indicated by:

- a shared definition of 'membership';

- a degree of participation and engagement. This can be as a range on a continuum from expression of interest or use of learning from other cities to contributing to a case study and repeated participation in CLIP meetings.

To what extent do interactions and mutual learning exchanges and opportunities take place within the network and between CLIP members themselves without proactive interventions or facilitations from CLIP network administrators?

At FG 1, an evolution of participants' engagement in the CLIP process over time was observed concerning the process between research groups and cities. In the beginning it was very scientifically focused: researchers wanted to explore many things at local level, whereas city participants needed practical solutions. It was felt that after three modules, a good balance had been achieved between the research focus and interest on the one hand and the need of practitioners in the cities for practical solutions on the other. Time, iterative engagement in the three modules to date, professional resources and commitment had been needed to achieve this.

Usefulness of further research on CLIP network effects
While the above can provide some indicative answers to this evaluation, a comprehensive and reliable answer to this rather complex set of questions is beyond the scope of this limited interim evaluation.

A preliminary review of academic literature in the area of network theory and social network analysis suggests that there is a growing body of research analysing the effectiveness of networks for knowledge transfer and learning as well as

social capital development within networks.[21] Interestingly, there is also already some relevant literature relating to 'learning in city networks'[22] that could be studied. Some of the lessons learnt in these contexts could be transferred to this city network and dedicated to the specific topics of interest central to CLIP.

A number of relevant theoretical concepts are being developed in a range of social science disciplines, such as organisational theory, policy theory and analysis, comparative sociology and so on. Social network analysis is emerging as a key technique in modern sociology. Given this emerging body of knowledge and research findings, it is recommended that further research could be done on connectivity, cohesion of the CLIP network and, for example, 'diffusion of innovation' (Rogers and Barber, 1962) and good practice through the network. This could be conducted, for example, by using social network analysis tools and software, which goes beyond the scope of this evaluation study. (A deeper exploration of such questions by conducting a social network analysis of the CLIP network could be an interesting topic for a doctoral (PhD) thesis by a qualified and motivated postgraduate-level scholar during the next phase of CLIP.)

Effectiveness of the research methodology

The research methodology used in all CLIP research modules is based on action research. The Center for Collaborative Action Research[23] defines action research as:

> *'a process of deep inquiry into one's practices in service of moving towards an envisioned future aligned with values. Action Research is the systematic, reflective study of one's actions and the effects of these actions in a workplace context. As such, it involves deep inquiry into one's professional action. The researchers examine their work and look for opportunities to improve. As designers and stakeholders, they work with others to propose a new course of action to help their community improve its work practices. As researchers, they seek evidence from multiple sources to help them analyze reactions to the action taken. They recognize their own view as subjective and seek to develop their understanding of the events from multiple perspectives. The researcher uses data collected to characterize the forces in ways that can be shared with practitioners. This leads to a reflective phase in which the designer formulates new plans for action during the next cycle. Action Research is a way of learning from and through one's practice by working through a set of reflective stages that helps a person develop a form of 'adaptive' expertise. Over time, action researchers develop a deep understanding of how forces interact to create series of complex patterns. Since the forces are always changing, action research is a process of living one's theory into practice.'*

Action research has already been used in other Eurofound research projects, such as in the Eurocounsel[24] project. Carried out between 1991 and 1995, Eurocounsel examined how guidance and counselling services responded to the needs of the unemployed, those at risk of unemployment and the requirements of the labour market in the 1990s. It was based primarily on action research in 10 local labour market areas in six Member States (Denmark, Germany, Ireland, Italy, Spain and the United Kingdom). This focus on action research meant that the programme interacted with key players in the field, stimulated service development and produced case studies and good practice guides. Ten years later, in 2005, and building on the success of this earlier experience, there was considerable interest within Eurofound at that time in broadening the methods used for research, specifically with reference to 'exploring what works' as a research priority of the 2005–8 work programme. Case study methodology and action research methods were seen to provide a potentially interesting avenue of exploration for research design and management within Eurofound.

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[21] For example, see **http://en.wikipedia.org/wiki/Social_network#Social_network_analysis**.

[22] For example, see Strassheim and Oppen (2006).

[23] **http://cadres.pepperdine.edu/ccar/define.html**.

[24] **http://www.eurofound.europa.eu/areas/humancapital/eurocounsel.htm**.

In 2005, Eurofound held an expert workshop to examine the role of action research as a research methodology for the organisation. Subsequently, action research became a central methodology in at least two research projects, one of which was CLIP.[25]

The positive feedback from CLIP members about action research in the CLIP research modules and the value this has provided for practitioners, researchers and policymakers alike confirms the relevance and effectiveness of action research as a methodology in Eurofound's research methodology 'toolbox'. As such, it should be expected to continue to feature as a well-established research methodology in future Eurofound research projects.

Uptake and impact

In the context of this evaluation study, 'impact' is defined as follows:

- First-order impact: Uptake by policymakers in policies.

- Second-order impact: Changed conditions (have the intended effects been achieved?).

It is too early and difficult to assess second-order impact at this point in time due to the relatively short time frame since the establishment of CLIP, the fact that research is still ongoing and the generally accepted 'attribution problem' associated with measuring impact (the difficulty of attributing intended and observable effects to one particular intervention). However, it is already possible to demonstrate that there is a range of examples where first-order impact of CLIP interventions has taken place at a number of levels. Therefore, 'impact' in the context of this study largely refers to first-order impact, or 'uptake'.

EU level

By June 2009, 19 EU-level references to CLIP outputs were recorded through Eurofound's EU impact tracking system for the period September 2006 to June 2009. (A list of references is available in Annex E.)

The following are five high-level examples to illustrate the type of uptake that has been recorded.

1. European Commission
- **Document:** The EC report *Education and migration strategies for integrating migrant children in European schools and societies: A synthesis of research findings for policy-makers* (April 2008). This is the first of a series of reports done by NESSE, a network of scholars working on social aspects of education and training that advises and supports the European Commission in the analysis of educational policies and reforms.

- **Reference:** The Eurofound report *Housing and integration of migrants in Europe* (Eurofound, 2008a) was quoted three times on pages 51 and 79 (October 2008).

2. European Commission
- **Document:** Staff working document SEC (2008) 2626 – 'Strengthening actions and tools to meet integration challenges'. Report to the 2008 Ministerial Conference on Integration (October 2008).

- **Reference:** CLIP referred to under 'Measures targeting the host society'.

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[25] The other Eurofound research project using action research methodology was project 0315, 'Developments in employment guidance services for people with disability and ill health'.

3. European Commission/DG Research
- **Document:** *Moving Europe: EU research on migration and policy needs* (May 2009) (compendium of migration-related projects).

- **Reference:** CLIP is mentioned as one of the outcomes of collaboration among partners inside and outside the International Migration, Integration and Social Cohesion (IMISCOE) Network of Excellence.

4. European Economic and Social Committee (EESC)
- **Document:** EESC opinion (SOC/319 common immigration policy for Europe) on the Communication from the Commission to the European Parliament (EP), the Council, the EESC and the Committee of the Regions – *A common immigration policy for Europe: Principles, actions and tools*, COM(2008) 359 final.

- **Reference:** Point 5.19 (page 8): 'in collaboration with the Dublin Foundation and the social partners, the committee analysed the working conditions of immigrant workers' and refers to opinion SOC/219 from September 2006.

5. Committee of the Regions (CoR)
- **Document:** CoR-ECOS opinion on 'Strengthening the global approach to migration: Increasing coordination, coherence and synergies'.

- **Reference:** CdR 91/2009 fin (80th plenary session, 17–18 June 2009).

Focus groups/interviews

There are numerous accounts of the use of CLIP outputs and results by participating members in the CLIP network. At FG 1, it was felt that mostly first-order impacts had been achieved to date, defined as uptake of CLIP outputs by policymakers in policies. Second-order impacts, in terms of conditions for the integration of migrants actually being changed, were felt to be difficult to assess, as it was considered to be too early and given the difficulties of ascertaining the attribution of intended effects to this particular intervention.

Uptake of CLIP results at European level

Council of Europe[26]
The Council of Europe (Congress of Local and Regional Authorities) is one of the founding members of CLIP. CLIP results have been taken up by the Council of Europe at different levels, as well as by other organisations dealing with migrants and integration. CLIP is included in the four-year programme of the CDMG[27], and CLIP has taken part in their meetings and work. Correspondence between the Council of Europe and Eurofound reiterates the Council's continued interest and support for CLIP's future activities, with a range of suggestions for topics and joint activities.[28] In addition, CLIP has strong contacts with another project, 'Intercultural cities', which is a joint project of the European Commission and the Council of Europe.

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[26] **http://www.coe.int**.

[27] Council of Europe/CDMG: The Council of Europe body working with governments to develop common policies on the challenges of migration and the human rights of migrants.

[28] Letter of 5 June 2009, from CoE Secretariat General III, Social cohesion, to Eurofound: CDMG position on the future of CLIP.

The Congress of Local and Regional Authorities has put forward recommendations regarding the first two modules to the Council of Ministers meeting of the Council of Europe[29] and plans to do the same for the two remaining modules. This is significant, as it shows that CLIP recommendations have moved up in political importance within the Council of Europe itself. To appreciate this, it needs to be understood that the Council of Europe essentially operates on three levels of collaboration: regions (Congress of Local and Regional Authorities)[30] – the Council's original involvement with CLIP was at this level; parliaments (assembly of national parliaments); and ministerial level.[31] CLIP recommendations have now reached the ministerial level, which is the most important level of the Council of Europe in political terms. Having reached this level enhances the future likelihood of the recommendations being taken up at national levels by the Council of Europe Member States.

Committee of the Regions (CoR)

CLIP recommendations (specifically the module on diversity, which stresses the role of cities as main employer) are taken up in drafting policies, and that influence was referenced in the CoR's communications and CoR-ECOS opinion. For example, in the CoR opinion on a *Renewed European strategy 'Investing in Youth'* (approved in February 2010), point 24 of the opinion states that the CoR:

> *'encourages active LRA [local and regional authority] participation in peer to peer learning for better policy making, as well as in conceiving, implementing and disseminating best-practice examples of policy for youth and together with youth. The CLIP (European Network of Cities for Local Integration Policies for Migrants) and ERY (European Regions for Youth) networks are good examples of such an approach.'*

European Union Agency for Fundamental Rights (FRA)

CLIP had an extensive exchange with FRA, which resulted in a joint meeting of the CLIP steering committee with the directorate of FRA in January 2010, by invitation of FRA, to consider closer collaborations between CLIP and FRA in the future.

Uptake of CLIP results at local level

CLIP is contributing to the local and national-level discourse concerning integration of migrants by actively organising this discourse via the CLIP network itself. A second aspect is raising awareness. For example, CLIP recommendations (such as from the module on diversity, which stresses the role of cities as employers) are taken up in drafting policies, and that influence was mentioned in the CoR Communication.

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[29] 5 March 2009: **https://wcd.coe.int/ViewDoc.jsp?id=1396617&Site=COE**.

 9 Feb 2010: **https://wcd.coe.int/ViewDoc.jsp?id=1582609&Site=COE**.

[30] CLRA is the Council of Europe's consultative body. As its intention is to genuinely represent both local and regional authorities, it is comprised of two chambers: the Chamber of Local Authorities and the Chamber of Regions.

[31] The Committee of Ministers is the Council of Europe's decision-making body. It comprises the Foreign Affairs Ministers of all the Member States. It is both a governmental body, where national approaches to problems facing European society can be discussed on an equal footing, and a collective forum, where Europe-wide responses to such challenges are formulated.

Participants at FG 1 and other parties involved in CLIP reported a number of anecdotal examples where CLIP activities have resulted in impact at local levels. While no monitoring system is in place to collect and report these instances systematically, a number of examples can be given here to illustrate the type and range of uptake that has occurred in some of the involved cities.

- In Vienna, a large housing company organised a conference on housing segregation as a follow-up to the CLIP housing module.

- In Arnsberg, the city administration organised an open platform for the counselling of migrants following this city's involvement in CLIP.

- CLIP results influenced the local strategies and policies and enlarged the areas of city activity in a number of cases (Brescia, Dublin, Frankfurt, Stuttgart, Turku).

- Recruitment campaigns for people with a migration background to work for the cities were created as a result of CLIP recommendations on diversity policies and inspired by examples in some good practice case studies of some cities. In Stuttgart, for example, the city council took a decision that the mayor and city administration should significantly increase the number of employees with a migration background within two years. This decision was a direct result of Stuttgart's involvement in CLIP's diversity module.

- In Dublin, the findings from the CLIP project were used to prepare the city's first integration strategy document.[32]

- Following the participation in the diversity module, Helsinki is looking into including the social criteria into their procurement practices (to broaden the existing environmental ones).

- There are also examples of direct transfers of good practice between participating CLIP cities as a result of the learning that took place within CLIP. For example, Copenhagen and Antwerp are using the deradicalisation policies of the City of Amsterdam as a model for their own.

Retrospectively, one conclusion expressed at FG 1 was that the process of connecting was seen as a significant benefit. The learning that took place through the deep involvement in the action research activities on the specific topics of the CLIP modules over an extended period was seen as a considerable bonus over participation at conferences or more incidental (city) networking activities.

An additional benefit was the connection between local and regional levels with the European level, for which it was felt a European-level coordinator was needed, and that Eurofound has brought the right competencies and expertise to this role.

Another indication of further active use of CLIP outputs at local level is the fact that many cities have translated and published selected CLIP results in their own language and at their own cost (for example, Frankfurt). This investment of cities' own resources to make CLIP products more accessible to a wider range of local users shows a strong financial and resource commitment to put these products to further use at local (and potentially national) levels.

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[32] *Towards integration: A city framework*, launched by the former Irish Minister for Integration Conor Lenihan, TD on 29 May 2009: **http://www.dublin.ie/uploadedFiles/Culture/Towards%20Integration%20Final.pdf**.

Uptake of CLIP results at national level

Indicators for impact at national level are defined as:

- representation of national ministries at CLIP meetings;

- contacts with the governments;

- national governments expressing interest in cooperation;

- number of conferences with public administration (national-level) involvement.

At FG 1, participants assessed that all of the above were the case for Germany, while for most other countries, CLIP's influence was considered to be fairly weak at national level (at any rate, there is no evidence, anecdotal or otherwise, readily available). However, CLIP twice made presentations at the meeting of National Contact Points on Integration in Brussels, which assembles representatives from all EU Member States responsible for the integration of migrants at national level. Participants felt that the national level is not the strongest aspect of CLIP's activities, compared to primarily local levels and, secondarily, European levels and civil society.

Council of Europe municipalities and regions and other national networks are also involved, but further cooperation with those requires much more preparation and strategic planning than has been invested to date. However, the fact that recommendations have been forwarded to the Council's Committee of Ministers based on CLIP findings (see above) may facilitate the implementation of such recommendations at national levels in the future.

A challenge perceived for cities in CLIP is how cities can be better supported to actually use the results from CLIP in practice, with a view to transferring the outcome to longer-range policies and practices. It was expressed that guidelines could be more practice oriented. If there was a possibility for a stronger coordinating role of cities within CLIP, local change management processes could be supported more effectively.

It was also expressed that one should be selective when talking about impact – the focus should be kept on the areas where important things are happening, for example in southern Europe (Greece, Italy, Malta and Spain). A well-attended regional seminar in Frankfurt in 2008 can also be considered in this context.

Uptake of CLIP results in the research community

There are also some examples reported demonstrating how CLIP and its findings were used by the researchers involved in the CLIP processes in academic circles. For example, one of the research institutes involved (IMES) reported several occasions in 2008 where CLIP results (mostly on housing needs) were used for academic purposes:

- lectures in the institute's staff seminar about the methodology used in CLIP;

- presentations and conference papers by research staff at conferences (e.g. IMISCOE conferences, Metropolis conference in Bonn);

- use of CLIP reports on housing were used in a 'master class' organised by the research institute about immigrants, social policy and social work.

At FG 1 and 2, further examples of benefits from the researcher's perspective were mentioned:

- the uniquely close cooperation with the cities and resulting trust relationships built up through the action research process enabled access to primary data at city level, which is difficult for researchers to obtain through conventional means;

- the action research and case studies provided a wealth of material for secondary analysis, resulting in spill-over effects to other projects, further research by PhD students, etc.;

- the research carried out has had an observable effect on the cities, as evidenced by statements of cities (e.g. at CLIP meetings) that they found the case studies very interesting and practical, and followed up with other cities for further details. This is felt to be a real impact of the research and demonstrates its usability and effectiveness – cities are really cooperating, sharing experiences and learning from each other.

Further anecdotal accounts of similar occasions by other researchers involved could also be available, but again, unfortunately these instances are not systematically collected and reported.

Further analyses could be performed in the future to follow the medium to longer-term outcomes and impact of CLIP results in the academic community, such as academic citation analyses and an analysis of copyright requests received and granted by Eurofound. Some of this will materialise as part of Eurofound's own performance monitoring system (EPMS), but only where explicit references to Eurofound is made, which is not sufficient for the purposes of tracing the impact of the CLIP project.

Use of CLIP outputs on the web

The presence of CLIP products on the web presents a somewhat fragmented picture in that not all outputs generated by CLIP can be found in one place, but rather in a number of places. This situation was brought about by the diverse 'partnership' project structure, which raised a number of issues relating to ownership and governance of CLIP content that emerged when it came to taking decisions about how and where to make outputs from CLIP available to the wider public.

In February 2007, different web publishing options for CLIP outputs were investigated within Eurofound.[33] Options considered ranged from an independent CLIP website, a website integrated within Eurofound's website and integration of CLIP into a new website by the European Commission dedicated to the integration of migrants. Factors considered in the deliberations included: independence versus integration and respective effects on visibility of the different actors involved; content to be included; web content governance, coordination and ownership issues (e.g. copyright); resource availability (especially web management, cost of editing and development); possible involvement of the research network in web content creation, etc. Amongst other issues, it was found that the application of Eurofound web publishing quality control procedures would imply that 'important parts of CLIP (case studies) cannot be included [on the Eurofound website]'. The issues were referred to the CLIP network partners and Eurofound's internal Communication Products Committee (CPC), and the current arrangements were subsequently agreed.

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[33] Eurofound internal memo dated 9 February 2007 (outcome of an internal meeting between CLIP and web teams on 7 February 2007).

CLIP presence on the Eurofound website

While CLIP products can be found on Eurofound's website on some dedicated pages,[34] this presence provides an overview of the CLIP project itself and a selection of high-level products (consolidated research reports of the research modules, information sheets, résumés, etc.). The complete collection of city case studies generated for each module is not available on the Eurofound website itself. However, since mid-2009, a system has been in place to edit a number of case studies from each module as funding becomes available. So far, six housing cases and 17 diversity cases are online on Eurofound's website. In addition, all case studies are available on request from Eurofound, and there are direct links to CLIP sites from Eurofound's website.

Eurofound CLIP web statistics

Downloads of CLIP publications (PDFs) up to 12 November 2009 [35]

Main publications	Online from	Number of PDF downloads
EF08105 – *European Network of Cities for Local Integration Policies for Migrants* (info sheet)	14 January 2009	169
EF0872 – *Equality and diversity in jobs and services for migrants in European cities: Good practice guide* (résumé)	26 September 2008	344
EF0871 – *Equality and diversity in jobs and services: City policies for migrants in Europe* (report)	24 September 2008	844
EF0818 – *Housing and integration of migrants in Europe: Good practice guide* (résumé)	21 March 2008	246
EF0794 – *Housing and integration of migrants in Europe* (report)	20 December 2007	569
EF0631 – *Local integration policies for migrants in Europe* (report)	14 February 2007	247

CLIP case studies	Online from	Number of PDF downloads
EF09491 – *Housing and segregation of migrants – Case study: Antwerp, Belgium*	30 September 2009	34
EF09492 – *Housing and segregation of migrants – Case study: Arnsberg, Germany*	30 September 2009	14
EF09493 – *Housing and segregation of migrants – Case study: Frankfurt, Germany*	30 September 2009	14
EF09494 – *Housing and segregation of migrants – Case study: Stuttgart, Germany*	30 September 2009	9
EF09495 – *Housing and segregation of migrants – Case study: Terrassa, Spain*	30 September 2009	11
EF09496 – *Housing and segregation of migrants – Case study: Vienna, Austria*	30 September 2009	16
EF091713 – *Diversity policy in employment and service provision – Case study: Amsterdam, the Netherlands*	24 June 2009	33
EF091712 – *Diversity policy in employment and service provision – Case study: Tallinn, Estonia*	2 June 2009	12
EF091711 – *Diversity policy in employment and service provision – Case study: Turin, Italy*	2 June 2009	34
EF091710 – *Diversity policy in employment and service provision – Case study: Brescia, Italy*	2 June 2009	32
EF09179 – *Diversity policy in employment and service provision – Case study: Turku, Finland*	2 June 2009	15
EF09178 – *Diversity policy in employment and service provision – Case study: Mataró, Spain*	2 June 2009	13

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[34] For example, see **http://www.eurofound.europa.eu/areas/populationandsociety/clip.htm**.

[35] Figures provided by Eurofound web management (email), 19 November 2009.

CLIP case studies (cont'd)	Online from	Number of PDF downloads
EF09177 – *Diversity policy in employment and service provision – Case study: Terrassa, Spain*	2 June 2009	27
EF09176 – *Diversity policy in employment and service provision – Case study: Copenhagen, Denmark*	2 June 2009	58
EF09175 – *Diversity policy in employment and service provision – Case study: Stuttgart, Germany*	2 June 2009	15
EF09174 – *Diversity policy in employment and service provision – Case study: Frankfurt, Germany*	2 June 2009	17
EF09173 – *Diversity policy in employment and service provision – Case study: Arnsberg, Germany*	2 June 2009	20
EF09172 – *Diversity policy in employment and service provision – Case study: Antwerp, Belgium*	2 June 2009	30
EF09171 – *Diversity policy in employment and service provision – Case study: Vienna, Austria*	2 June 2009	39

CLIP presence on the European Urban Knowledge Network (EUKN) website

EUKN is a separate city network to 'share knowledge and experience on tackling urban issues. Seventeen EU Member States, EUROCITIES, the URBACT Programme and the European Commission participate in this European initiative.' EUKN is part of the NICIS institute for urban development in The Hague. It deals with research, dissemination, monitoring and international activities, amongst others. It has a network of focal points that support dissemination in 17 European countries and has strong links with the European Commission, in particular with DG Research (sixth framework programme) and DG Regio, e.g. in the URBACT programme. EUKN already maintained a database and website on innovative research results regarding urban development in Europe and saw the provision of CLIP case studies as a useful addition to its database.

In December 2007, a cooperation agreement was concluded between EUKN and CLIP (Eurofound) with regard to the cooperation of EUKN and Eurofound on the publication of the case studies of the CLIP network for the lifespan of its activities (2006–9).[36] As such, since 2008, the complete case studies generated by each of the research modules have been published in full on the EUKN website at **http://www.eukn.org/eukn/**.

EUKN web statistics[37]
The following statistics were provided by EUKN providers NICIS for the hosting period from January 2008 to May 2009:

- City case studies concerning housing (module 1) total views:[38] 872.

- City case studies concerning diversity (module 2) total views: 735.

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[36] Eurofound internal memo (2 December 2007) on a possible cooperation between the European Urban Knowledge Network (EUKN) and Eurofound (EF) regarding the publication of the case studies of the CLIP network (meeting in The Hague, 28 November 2007).

[37] Email from Bart Nijhof (NICIS/EUKN) to Teresa Renehan (Eurofound), 20 May 2009.

[38] Breakdown by cities on file for both modules.

The provider further explained:

> *'The figures provided relate to viewing the case studies. However, since users need to enter search queries, or access the documents by navigating through the e-library structure, one can assume that people viewing the case studies were really looking for targeted knowledge, and thus took a real interest in the retrieved documents.'*

There were 819 total downloads of CLIP documents (all modules) on the EUKN website during 2009.[38]

CLIP presence on the European Website on Integration (EWSI)

The EWSI,[39] dedicated to integration issues and funded and hosted by the European Commission, was launched in April 2009. CLIP case studies are now also available on the website. Due to the quite recent launch of this website, there are no official web use statistics available to date.

Conclusions concerning CLIP web use

The fact that CLIP content is distributed over several websites and does not have a single web presence of its own has some disadvantages:

- there is no single CLIP web identity (brand);

- CLIP outputs are available on different sites;

- it is not possible to have all information related to CLIP outputs accessible through one single access point;

- this fragmented web presence hampers the visibility and accessibility of CLIP outputs;

- the statistics on web use are collected separately for each of the websites using different methodologies and levels of details and are therefore not comparable with each other.

For future phases of CLIP, it is recommended that the decisions that led to the current situation be reviewed and that the feasibility of having a web presence of its own should be revisited.

Survey results

In terms of impact and improvements of the integration of migrants at local level as a result of CLIP, none of the respondents considered that it had been 'greatly improved'. This is not very surprising, because although it is likely that CLIP involvement will have contributed to improved policies to an extent, there are many factors apart from this that determine the extent to which migrants are successfully integrated at local level. This is confirmed by the result that 37.5% of respondents stated that the integration of migrants 'has improved somewhat', while 29% stated that they didn't know and a further 25% expressed a neutral view.

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[39] Email from Simone Pekelsma (NICIS/EUKN) to Teresa Renehan (Eurofound), 17 December 2009.

[40] **http://ec.europa.eu/ewsi/en/index.cfm**.

Q10: *To what extent has the integration of migrants at local level been improved as a result of CLIP? %*

☐ Improvement of the integration of migrants at local level, as a result of CLIP
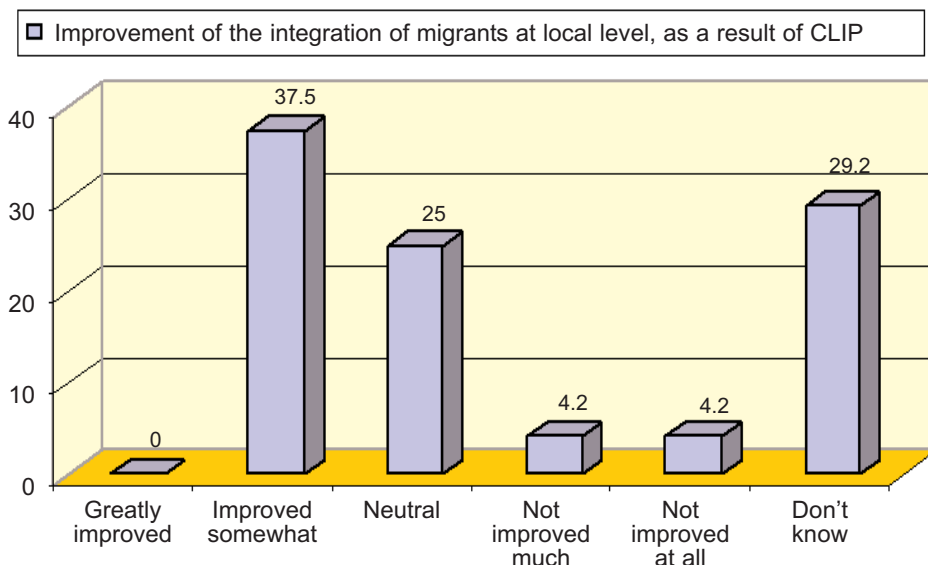
Uptake by policymakers

Eurofound's impact tracking systems have recorded a range of cases where CLIP results and products have been taken up by policymakers at different levels (see Annex E). References can be found by a range of policymakers and other relevant actors contributing to the policy-making process at different levels:

- European Commission (DGs Research, Justice, Regional Policy);

- EESC;

- Council of Europe;

- CoR;

- some national governments (Germany);

- private and public policy think tanks and private foundations;

- research institutes.

In addition to documented evidence of official uptake (through citations and references in official documents by other organisations), there is an increasing number of anecdotal accounts of how CLIP products have managed to achieve an impact. While these instances are not systematically collected and recorded, some impressions can be gained through various testimonials, such as letters received by Eurofound from various parties expressing their appreciation of the CLIP activities and how they affect the improvement of migrants' situations in cities.

Sustainability

Sustainability here refers to the necessary conditions required for the continued existence of the project after the planned withdrawal of Eurofound funding after 2010.

User survey

In terms of sustainability, almost all the survey respondents expressed the view that CLIP activities should continue (54.2% said this was 'very important', with a further 33.3% saying it was 'quite important') (question 14). This finding

strengthens the view that CLIP is believed to have continued relevance regarding the needs, problems and issues of the integration of migrants.

Q14: *In your view, how important is it that CLIP continues to be developed in the future? %*
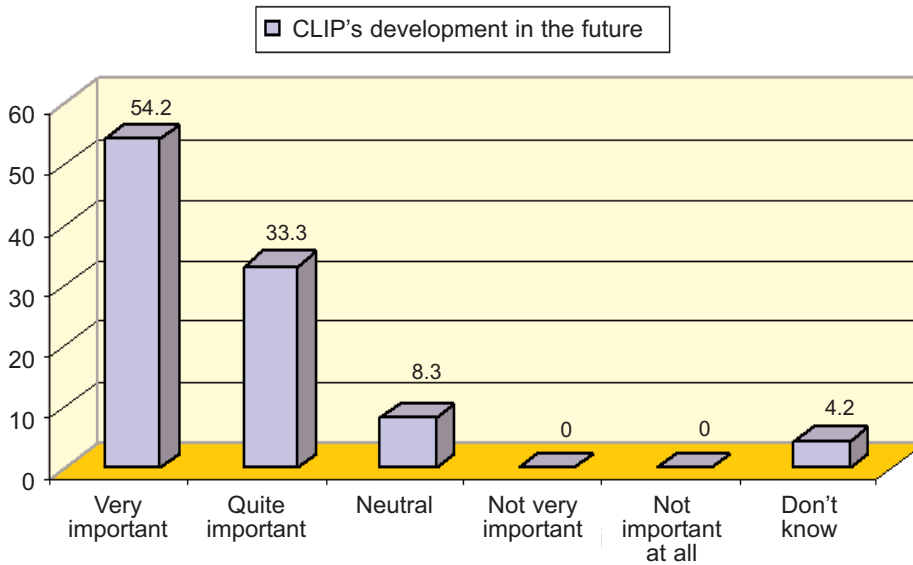
□ CLIP's development in the future

Very important	54.2
Quite important	33.3
Neutral	8.3
Not very important	0
Not important at all	0
Don't know	4.2

Eurofound's role in supporting the CLIP project was seen as having been 'critical' by almost half the cities (45.8%) and as 'quite important' by most others (37.5%) (question 13). In this context, finding another body/entity to replace and take over the tasks carried out by Eurofound is crucial.

Q13: *Eurofound has supported the development of CLIP. How important has this role been? %*

□ Importance of Eurofound's role

Critical	45.8
Quite important	37.5
Neutral	0
Not very important	4.2
Not important at all	0
Don't know	12.5
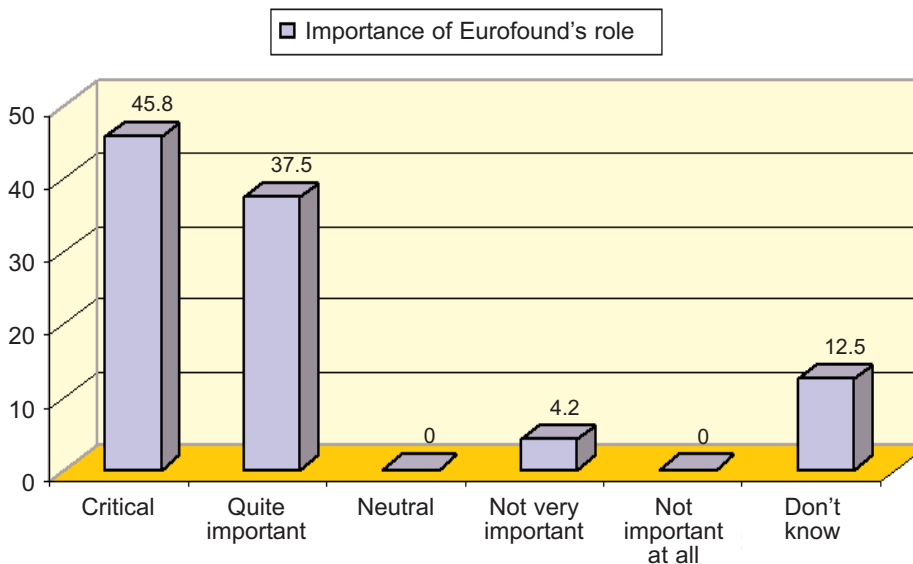
However, there was very little willingness to cover the costs from their own resources, with only one of the 24 respondents saying this approach should be adopted.[41] The majority of respondents either favoured using external sources of funding, such as the European Social Fund (29% argued for this option), or a combination of sources (50% fell into this category) (question 15).

Q15: *As you may know, Eurofound's financial support for CLIP will come to an end in 2010. If you want to see the further development of CLIP: a) How should this be funded? %*
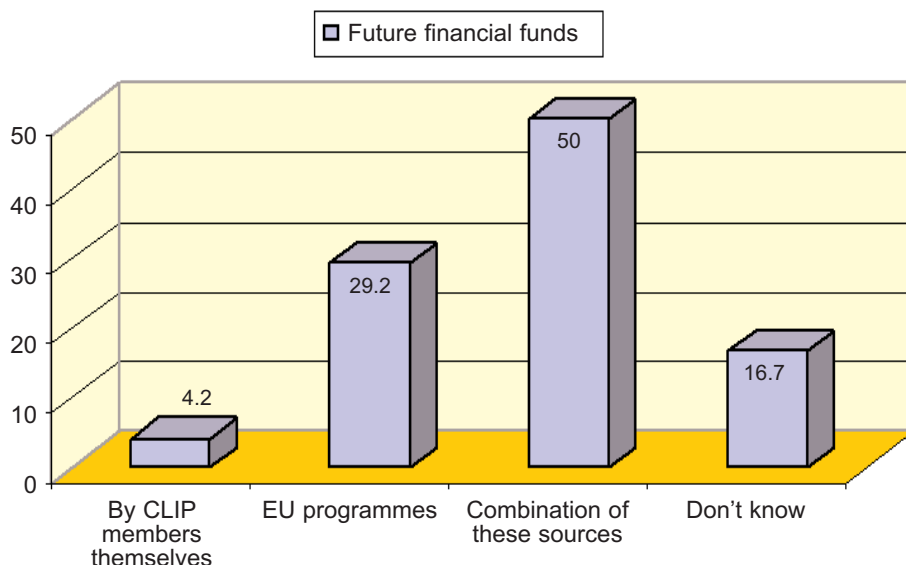
A high proportion of respondents (62%) wanted to see Eurofound continue to provide the secretariat role (three of the 24 respondents wanted Eurofound to be replaced by another body, while the others did not offer an opinion).

Q15 b): *How should the project be organised in the future, in your opinion? %*

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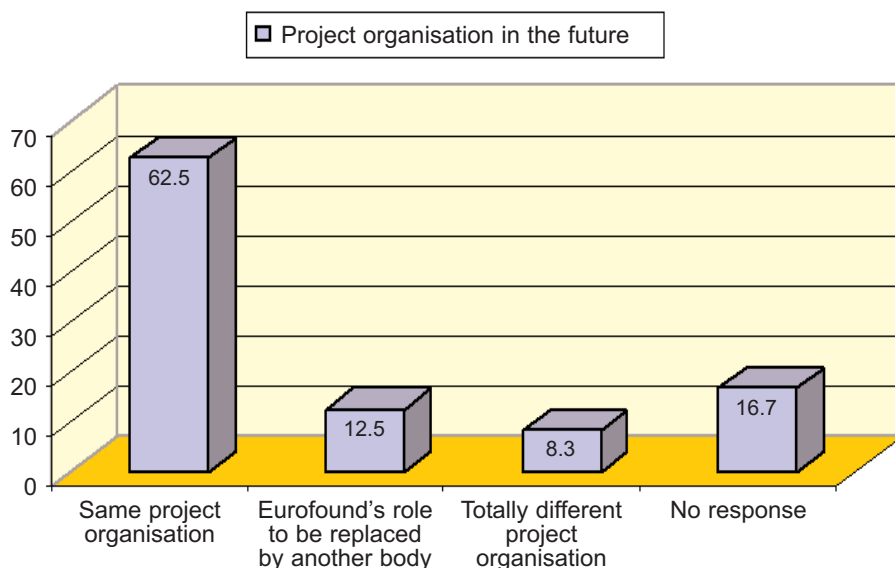
[41] CSES's ex-post evaluation of Eurofound's four-year work programme 2005–8 suggests that this may have been brought about through a misunderstanding of the question (footnote 35 on page 49): '*It is possible that the question was interpreted by some respondents as meaning that only their own city might take on the entire cost of providing the CLIP secretariat role and other functions whereas one possibility would clearly be to spread the financial burden across a number of members.*'

At the time of writing, Eurofound's governing board had decided that Eurofound will not fund CLIP activities after 2010. Despite this decision, the CLIP actors and participants themselves have expressed a strong interest and motivation to continue the CLIP project, which a majority consider to be of continued high relevance and utility.

Views of Eurofound's governing board and bureau

As mentioned earlier in this report, the relevance of CLIP for Eurofound has been much and controversially debated, particularly from 2008 onwards. In the context of the discussion of Eurofound's annual work programme for 2010, the minutes of the governing board meeting in October 2009 state:

'With regard to the CLIP project, the earlier decision of the Governing Board to end further financial contributions of Eurofound in 2010 is confirmed. Nevertheless, in order to allow for communication and dissemination activities of the results of the CLIP project, to support social dialogue about good integration practices, and to allow the project and the project partners to explore other ways of future funding of the CLIP project, the Governing Board agrees that a budget of EUR 10,000 of the 2010 annual work programme taken from the communication budget should be awarded.' [42]

Accordingly, while the board agrees with the completion and dissemination of results of work undertaken and in progress, there will be no further financial commitments from Eurofound beyond 2010.

Views of Eurofound's Advisory Committee on Living Conditions

CLIP's sustainability became a topic of interest to the members of the Advisory Committee in 2008: '*Government and Unions asked about the future of CLIP after the 4th module.*'[43]

The possibility of the Fundamental Rights Agency (FRA) taking over the funding has been raised.

CLIP's lack of visibility towards the governing board was also questioned: '*Employers feel lack of control by GB over CLIP as it appears to be working as an independent network.*' Therefore, in April 2009, the employers required that a note should be prepared for the governing board meeting regarding developments within CLIP and details of the 2010 budget requirements.

The future of CLIP was a particular focus of discussion during the Advisory Committee meeting in October 2009. The governing board decided to stop funding CLIP after 2009 and the decision was supported by the employers' representatives. However, '*Both the Government and Social Partner representatives were in favour of a modest budget to continue dialogue, dissemination/communication activities for an interim period in order to bridge the gap between the Eurofound phase of four research modules and a new phase of CLIP in which other parties would take over as sponsors of the network*', whereas the '*EC proposed use of PROGRESS funding to continue CLIP activities beyond 2010*'.[44]

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[42] Draft minutes of the 81st meeting of the governing board of Eurofound, 23 October 2009.

[43] Minutes of the Advisory Committee on Living Conditions, 24 September 2008.

[44] Minutes of the Advisory Committee on Living Conditions, 1 October 2009.

In summary, it is accepted amongst Eurofound's key stakeholders that the work on CLIP has been successful and that Eurofound's investments in this project have been crucial in bringing CLIP to the current stage. However, a clear decision has been taken that Eurofound's financial involvement will cease after 2010 and the dissemination of results. While the unanimously desired continued existence of CLIP is also supported by Eurofound, this will have to be funded through alternative funding bodies in the future.

Views of the CLIP steering committee

At least two recent CLIP steering committee meetings have been dedicated to the question of the future of CLIP without Eurofound funding and services (June 2009 in Brescia; September 2009 in Amsterdam). In these meetings, the members of the steering committee reiterated their strong desire to continue CLIP activities beyond Eurofound's central involvement after 2010. Active explorations for alternative sources of funding have started (for instance, exploring the feasibility of securing European Social Funds and other possible EU programmes relevant to the policy area of integration of migrants), and at the time of writing it was understood that members of the CLIP steering committee are undertaking an application for funding to one of these. Thus, there are encouraging signs that there may be sufficient commitment by CLIP actors to continue the activities after the intended withdrawal of Eurofound as a central funding source of CLIP activities.

At the time of writing, the relevant actors at the European Commission are actively investigating potential alternative funding arrangements, such as:

- DG Employment: **PROGRESS** programme[45] for employment and social solidarity and the European Social Fund (applications for funds are currently being prepared).

- DG Justice: European Fund for the Integration of Third-Country Nationals.[46]

- DG Research: Integration with the IMISCOE[47] network on Migration, Integration and Social Cohesion (applications for funds are currently being prepared).

In a parallel development, since January 2010, contacts with the FRA are exploring to what extent closer collaboration between FRA and CLIP could be possible in the future, which could potentially range from cooperation on specific tasks to a more central role for FRA in the CLIP network.

However, the authors of this report believe there are some critical success factors and associated risks (at the time of writing, however, parallel current and future developments may well take place that may change the relevance and significance of these judgements). For example:

- The often acknowledged and praised central role of Eurofound, which has been seen as central to CLIP's success, could turn out to be a victim of its own success.

- To date, a tendency for the parties involved in the network to rely on Eurofound's driving force (and funding) can be observed. A sufficient amount of energy and initiative from within the network is needed to compensate for the pending withdrawal of Eurofound's service. While Eurofound's role in the shaping of CLIP's future is positioned as supporting the future independence of CLIP, the continued support lent by Eurofound's secretariat could at the same time inhibit the sufficient development of the necessary dynamic from other actors in the network.

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[45] PROGRESS: **http://ec.europa.eu/social/main.jsp?catId=327**.

[46] **http://ec.europa.eu/justice_home/funding/integration/funding_integration_en.htm**.

[47] **http://www.imiscoe.org/**.

- No actor in the CLIP network has yet stepped forward to actively take the initiative from Eurofound and to work with the current CLIP secretariat towards the desired 'organised handover'. However, there are encouraging signs: for instance, two cities from within the steering committee (Stuttgart and Amsterdam) are currently preparing funding applications to PROGRESS and Integration Funds without active involvement from Eurofound. This initiative can be regarded as a first step towards greater self-reliance, which should be encouraged and built on to support a 'weaning off' process from the reliance on Eurofound, and must be met with adequate resources being made available from within the CLIP network/steering committee itself to sustain such efforts.

- In the event that future alternative funding and an adequate replacement for the secretariat role are not secured in good time during 2010, there is a real risk of CLIP running out of steam and imploding after 2010, when Eurofound's role is to be withdrawn or much diminished, despite the expressed desire for its continuation. Alternatively, it may emerge that Eurofound's secretariat role may be reinforced and a model may be found for Eurofound to continue at an appropriate level of involvement in that role.

4   Conclusions

Relevance

'The extent to which CLIP's objectives are pertinent to needs, problems and issues to be addressed.'

General policy relevance

Good management of integrating migrants in societies can bring benefits for both the individuals (migrants) and the receiving societies. A comprehensive and cooperative approach is required in order to deal with such an extended phenomenon, which can be achieved through policies and programmes designed at European level and implemented at the national and local level. Therefore, local (municipal) authorities play an important role in implementing integration policies.

Relevance to Eurofound

CLIP activities correspond to Eurofound's 2005–8 work programme objective to 'develop work in the light of practical experience', to the priority area 'research and exploring what works', and are thematically anchored in the key theme of 'social cohesion'. The social, economic and cultural integration of migrants (employment, social protection and housing are specifically mentioned in the 2005–8 work programme) corresponds closely to the research modules undertaken in that period. While the relevance of the policy area for Eurofound is well established, in relation to the CLIP project itself this has been subject to much controversy amongst Eurofound's governing board and bureau. Continued relevance was de facto confirmed year on year through the approval of CLIP activities in Eurofound's annual work programmes for 2005 to 2009, until a decision was taken by Eurofound's governing board in 2008 to end funding for the project after 2010.

The role of the social partners in this wider debate deserves particular attention.

Other stakeholder groups represented in the CLIP steering committee strongly maintain CLIP's relevance to their respective constituencies at local and European levels as well as civil society. However, this strong support is not as well reflected in the stakeholder representation in Eurofound's governing board, which reflects the tripartite social partnership and industry.

Economy

'The extent to which resources are available in due time, in appropriate quantity and quality, at the best price.'

Over a five-year timeframe, more than €1 million was spent on CLIP-related activities by Eurofound alone. Retrospectively, it was difficult to ascertain the complete expenditure relating to CLIP for a number of reasons:

- CLIP is an unusual project in terms of governance, ownership and accountability in that it is co-managed by several partners, with varying inputs and commitments, and no centralised reporting structure.

- A number of financial and 'in-kind' inputs and contributions by CLIP partners were made incidentally in relation to particular events and activities and were not centrally captured and reported, leading to the difficulty of retrospectively accounting for all expenditures.

- CLIP had been planned from the outset as a medium-term programme based on the hypothesis that a learning network needs time to develop trust, processes and products in order to be effective. As a result of this medium-term perspective, the number of activities has incrementally grown. Opportunities were taken as they presented themselves and were dynamically developed. While this has had benefits for CLIP's network evolution and content development and has contributed to CLIP achieving its learning objectives, this approach has had some negative effects from an accountability point of view.

- It was not clearly communicated nor fully transparent to all stakeholders (notably Eurofound's governing board) from the outset how big Eurofound's total financial commitment was going to be over the project's lifespan. Comparing the original planning data with the actual expenditures reveals a considerable gap. One of the explanations given is that CLIP became a victim of its own success by expanding the number of cities in the network and participating in case study research.

- The traditional (financial) and planning horizons in Eurofound follow the principle of annuality, and budget figures are indicated on an annual, per-project basis in project and programme documentation. This perspective has shortcomings when looking at expenditure over a project lifetime, for which a multiannual perspective is more appropriate. The main reasons why the CLIP project has been problematic for Eurofound's governing board since 2008 are deemed to be related to this issue, in that it was apparently not clear to the board what the scope of the financial commitment to CLIP actually was, despite the project budget having been approved year on year by the board in the context of adopting the annual work programmes.

- Some project management weaknesses in Eurofound in earlier years, which are well documented elsewhere,[48] appear to be in evidence in the CLIP project management, budgeting and reporting. Since a range of improvements relating to project and budget management have been introduced in Eurofound in recent years, it can be expected that these problems will be eliminated in the future.

- In terms of achieving 'best price', this was achieved for research contracts relating to CLIP due to the fact that open tendering procedures were used, as is standard practice for Eurofound procurements. Whether the same can be said for all expenditures is difficult to ascertain due to the uncertainties regarding the total inputs and the opportunistic nature of some of the contributions. It is assumed that some economies of scale or scope were achieved by virtue of the fact that partner organisations and CLIP cities voluntarily contributed financially and in kind to CLIP operations in a manner that was justified by their own financial capabilities and according to their own accountability procedures. Some economies could be achieved by capitalising on infrastructures already in place by participating organisations (e.g. meeting venues in CLIP cities hosting meetings, web hosting arrangements offered by EUKN, publishing costs carried by the Council of Europe, etc.). This also includes the research infrastructure of the city network IMISCOE created by DG Research.

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[48] For example, several internal audit service and Court of Auditors reports.

Efficiency

> *'The extent to which the desired effects are achieved at a reasonable cost.'*

Somewhat untypically, it has been easier to compile a comprehensive overview of CLIP-related outputs and, to an extent, outcomes than for inputs. This has made it difficult to perform reliable efficiency calculations due to incomplete cost data being available.

This difficulty in obtaining reliable cost information is an interesting finding in itself and can be attributed to a number of factors, such as: an atypical and diverse project ownership and governance; annuality of project and budget information; project management control and reporting weaknesses; and challenges relating to stakeholder management in light of diverse stakeholders for this project, which is at odds with Eurofound's own institutional governance structure. While some of these factors have already been addressed, the ownership and governance issue is probably the most fundamental underlying factor that has contributed to the lack of input data costs being available and is related to the specific evolution of this project.

In order to answer the efficiency question in the absence of reliable and complete cost data, a number of proxy-benchmark comparisons have been made, comparing the magnitude of assumed total investment (approx. €1 million over five years) to other typical investments made by Eurofound in other areas of activity. A true comparison could only be achieved if the respective outputs and outcomes of these comparator projects could also be compared to the input costs. However, this comparison cannot be made in the absence of comparable performance indicators across different projects within Eurofound, or with projects in other organisations. What could theoretically be achieved is a comparison of different project outcomes (or first-order impacts) on the basis of comparing numbers of references for projects (for example, using Eurofound's EU impact tracking system) and relating this back to the input costs, but this would not be a true measure of efficiency either, and a feasible method would still have to be developed and deployed for Eurofound.

Effectiveness

> *'The extent to which objectives set are achieved.'*

The CLIP member survey, focus groups and interviews have all shown that the majority of those consulted have found the project to be highly or very effective. This view has also been expressed in a number of testimonials, such as letters sent in October 2009 by 14 lord mayors of cities involved in CLIP addressed to Eurofound's director, in which the signatories' high appreciation of CLIP and Eurofound's central involvement was expressed, as well as their assessment of CLIP's effectiveness and impact at local and policy levels.

Network participation
- The 'engagement matrix' (see Annex F) helps to identify clusters of cities that are engaged to a higher or lower degree in CLIP activities. For example, there is a cohort of cities (e.g. Stuttgart, Amsterdam) that are highly engaged, evidenced by participation in every research module and in a majority of meetings. At the other end of the spectrum, there is a relatively small cohort of cities that only participated in one module and disengaged from the project after the completion of that module. This engagement, and the underlying reasons for it, could be analysed more deeply in the future by the CLIP secretariat and steering committee.

- It can also be noted that CLIP managed to involve cities that never participated in EU-level activities before. In addition, there are some smaller and medium-sized cities involved in CLIP that, compared to larger cities, are faced with additional problems concerning the integration of migrants and working and collaborating at the EU level.

Impact

While it is still too early to assess any second-order impact, which would also be difficult to attribute solely to CLIP, there are a number of indicators present which suggest that CLIP results are indeed taken up by the intended target audiences, particularly at local and European levels. This is less evident at the national level, where some uptake has mainly been reported for Germany (e.g. the regional CLIP seminar in Frankfurt in cooperation with the Heinrich Böll Foundation and the City of Frankfurt) and for Italy (the cooperation with the Fondazione Guido Piccini and ISMU institute in Milan, as well as the Institute of Economic and Social Research (IRES) in Bologna), but not significantly for other countries. This situation may well be a reflection of the specificities of this particular policy area, but also points to the absence of a systematic project impact tracking system. The only records of such impact are available through Eurofound's impact tracking system at EU level, supplemented by further anecdotal and incidental accounts of examples of 'impact', for example through testimonials such as letters from cities' mayor offices.

The impact on the CLIP members themselves in terms of networking and learning appears to be quite high, as evidenced by both the survey and the focus groups, but the limitations of these results have to be considered here.

There are some statistics available for the uptake of results through website use for two of CLIP's three web presences. This is somewhat hampered by the fact that CLIP results are made available through different websites rather than centrally through one website. Statistics are compiled according to different methodologies, which makes it difficult to aggregate and analyse what they reveal about actual total use of CLIP.

5   Recommendations

Effectiveness

1. Weak participation of French cities: The reasons for French cities not being represented more strongly in CLIP remain somewhat unclear. Some anecdotal evidence from FG 2 discussions suggests that the reason may be found in a national policy context relating to integration policy that is specific to France. It is recommended that the CLIP secretariat and steering committee and other relevant stakeholders should investigate this further.

2. Some geographical areas are not represented, e.g. Romania and Bulgaria: While this appears to be congruent with the original assumption stated in the Memorandum of Understanding that issues relating to the integration of migrants may not be as pertinent to new Member States (it could be argued that this may be particularly the case for these two Member States, which only joined the EU in 2007), there had been repeated attempts by Eurofound's CLIP secretariat to establish contacts with Bucharest, which appear to have been unsuccessful. Again, it is recommended that the CLIP secretariat and steering committee as well as other relevant stakeholders investigate this further.

3. Member engagement: There are different clusters of cities engaged in CLIP. The engagement patterns and underlying reasons could be analysed more deeply and monitored in the future by the CLIP secretariat and steering committee.

4. It is recommended to consider whether it might be beneficial for CLIP to undertake or commission or encourage a more in-depth social network analysis study.

5. The use of action research methodology was perceived as very successful and beneficial by all actors involved and confirms the relevance and effectiveness of this approach in Eurofound's research methodology toolset, which should continue to feature as a well-established research methodology for future research projects.

Economy

1. In view of Eurofound's decision to cease funding for CLIP activities beyond 2010, alternative sources of funding need to be identified and secured to ensure CLIP's future beyond 2010. (See also section on 'Sustainability' below.)

2. Move to full-cost accounting for project cost management: In light of the difficulties experienced during this evaluation in accumulating a total and reliable overview of the overall cost expended on CLIP-related activities over its lifetime, it is recommended to move to full-cost accounting to ensure clearer, streamlined and transparent cost accounting (activity-based costing and full-cost accounting[49]), which is conceivably in line with requirements of future funding providers and trends in research funding in general.[50]

3. It is recommended that Eurofound learn from these difficulties in order to ensure that improvements in financial and budgeting processes (e.g. ABB) are made so that reliable and complete cost information is available at project and activity levels, as well as to monitor the trends towards full-cost accounting for co-funded research projects (see above).

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[49] '*Full costing: an accounting methodology used to identify and calculate all the direct and indirect costs incurred in undertaking a project or an activity. Direct costs: costs directly attributable to an activity. Indirect costs (sometimes referred to as 'overheads'): costs that relate to an activity but which cannot be identified and charged at the level of the activity*' (European Commission and DG Research, 2009, p. 24).

[50] In this context, it should be noted that there is an emerging general trend towards full-cost accounting of co-funded research projects. While currently primarily applied to university-based research with partial EU funding, it can be expected that this will become a relevant topic for any research projects in the future, particularly in relation to EU funding. It is recommended to monitor these developments carefully and consider the implications for co-funding of CLIP and future Eurofound projects subject to co-funding. See, for instance, the recent expert group report commissioned by European Commission and DG Research (2009): http://ec.europa.eu/invest-in-research/pdf/download_en/external_funding_final_report.pdf.

4. Services rendered to the CLIP operation and infrastructure – notably the provision of secretariat functions (coordination and administration) – should be fully costed and the cost shared amongst CLIP network members in the future. In the event that Eurofound continues to provide such services beyond 2010, it is strongly recommended that Eurofound is reimbursed for these costs.

Efficiency

1. For future CLIP operations, it is recommended to formalise the cost-sharing agreements in relation to meetings and to ensure more accurate, centralised project cost controlling in the future, which might be best placed within the CLIP secretariat. Such improved project control structures need to be catered for by the operational set-up of the secretariat and adequately resourced and supported. Ultimately, it should be possible to provide accurate and complete accounts of costs incurred (full-cost accounting), itemised by different activities.[51]

2. Eurofound should note the difficulties encountered in collecting cost information. While it can be expected that recent organisational changes (such as the introduction of activity-based budgeting, improved budget forecasting processes and tighter project management practices) should lead to an improvement in terms of project-level cost information, it needs to be ensured that these expected improvements do indeed materialise. It is recommended that Eurofound reflect on the encountered difficulties in collecting accurate project cost information for this evaluation and consider which further improvements in terms of project cost controlling and reporting could be implemented. It would be useful to clarify to what extent this situation reflects the particularities of CLIP due to the cost-sharing arrangements for this project, or whether there are some general project cost and control issues that can be improved within Eurofound projects in the future.

3. Eurofound should analyse the resourcing patterns and underlying drivers for its research projects more deeply in order to test the emerging picture further – is there indeed a trend towards smaller-sized research projects in recent years? What are the drivers for this – budgetary necessity or programme and project management intent? These questions could be analysed more deeply and systematically within Eurofound in the context of the future work programme planning processes.

Impact

1. It is recommended to set up a process for project impact reporting for CLIP in the future. Depending on the level of Eurofound's future involvement with CLIP, this could be achieved in conjunction with Eurofound's EPMS system, which tracks the impact of Eurofound activities at EU and national level (to be discussed further within Eurofound).

2. However, there are a number of project-specific indicators (as suggested in this study) for which it is recommended that the CLIP secretariat establishes its own processes for collecting evidence of impact more systematically and according to agreed methodologies. The indicators and corresponding measures should be agreed and data collection mechanisms established and regularly maintained.[52] This can be instrumental for a more soundly evidence-based evaluation of impacts achieved by CLIP at a future point in time.

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[51] Potential tensions between such formalisation on the one hand and unforeseen opportunities to be harnessed on the other hand should be noted, and carefully managed, to maintain the benefits of both approaches where possible.

[52] Some inconsistencies can be noted with the tracking that did occur for CLIP so far. For example, from analysing the consecutive editions of CLIP newsletters, it was apparent that in some cases, invitations to present CLIP were reported in several editions of newsletters – for instance, first when the invitation was received, then again in the next edition when the event was imminent, and sometimes again in a third edition after the event took place. This makes it difficult to count such events without ambiguity. Another source are the EU-level impact tracking reports from Eurofound's Brussels Liaison Office (BLO). There may be instances of double reporting on the one hand and under-reporting on the other hand. Such inconsistencies would be resolved in a systematic and coordinated project impact tracking process.

3. It is recommended that these monitoring and evaluation tasks are explicitly included in the task description for the CLIP secretariat and considered in future resourcing.

4. Concerning CLIP's web presence, it was noted that the absence of a single web presence and the resulting fragmentation of CLIP content over several websites has some disadvantages. For future phases of CLIP, it is recommended to review the decisions that led to the current situation and to revisit the feasibility of having a branded web presence for CLIP of its own.

Sustainability

1. The positive assessments of relevance, effectiveness and impact suggest that the CLIP project has been perceived as very successful, and the involved actors desire its continuation beyond 2010, when Eurofound's funding comes to an end.

2. Future alternative funding for CLIP must be secured during 2010 to ensure the desired continuation of the CLIP project beyond the current phase.

3. The organisational support for CLIP through the provision of a secretariat must also be reviewed and agreed during 2010. Different options for organisational support should be considered, such as continued secretariat support from Eurofound, alternative secretariat support from within the CLIP network or provision through another organisation. Without the services of an appropriately resourced secretariat, there is a strong risk that CLIP activities would not continue. It is recommended that the CLIP steering committee undertake a scenario-planning exercise to assess the best solution for future project support and governance structures at the earliest opportunity during 2010. The authors of this report see this factor as equally vital for the sustainability of CLIP as securing future funding.

4. In light of the impending changes to the CLIP project, the CLIP actors and stakeholders should reflect on the extent to which the current project governance arrangements require adjustments, as these are unlikely to continue to be relevant beyond 2010, particularly after the withdrawal of Eurofound as the main funding organisation. Given the fact that the changes will result in a change of dynamics between different funding bodies and service providers, this will inevitably have an impact on project governance structures in terms of actors' roles and responsibilities. Effective governance structures need to be established for the next phase of CLIP to correspond to these changing dynamics and structures.

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Annexes

Annex A: Methodology

Methodological framework

The underlying evaluation logic rests on the causality chain between inputs, objectives, outputs and outcomes, and (in so far as feasible) impacts.

Figure A1. *Evaluation logic for CLIP*
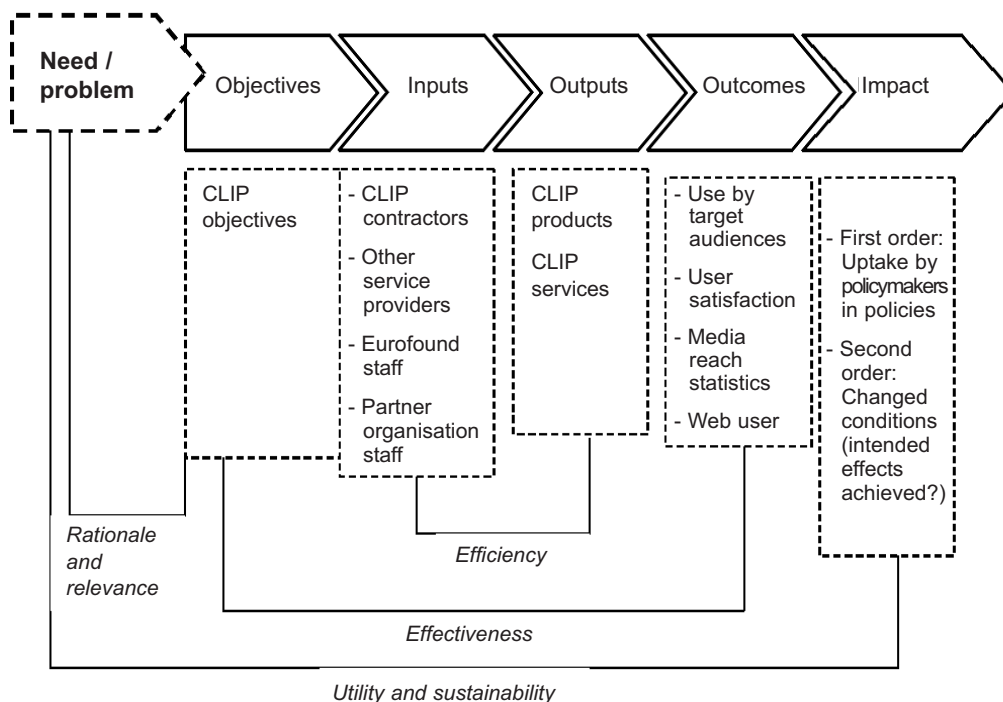
Indicators

A number of quantitative and qualitative indicators are proposed to be used for each dimension of this intervention logic, which should assist in answering the evaluation questions.

The following is a list of proposed performance indicators that are being considered.

CLIP inputs

1. Quantitative inputs:

- Budgetary expenditures (in euro).

- Human resources inputs (2006–9).

2. Qualitative inputs:

- Contributions 'in kind': Private foundations and donors (by whom, how, what; examples); CLIP members (cities) (by whom, how, what; examples).

- Facilitation/provision of access to different levels of stakeholders (by whom, how; examples).

- 'Goodwill' (by whom, how; examples).

- Knowledge contributions (by whom, how; examples).

■ Commitment: Duration, depth, reliability of CLIP members' engagement (by whom, how; examples).

CLIP outputs

1. CLIP products (complete list of products).

- Direct CLIP outputs.

- Differentiated levels of products: Secondary products under responsibility of different actors (e.g. researchers, cities, councils, regions) (what, by whom; examples, e.g. reports, case studies, newsletters).

2. CLIP services (complete list of services; range of different services, e.g. meetings, access to EU programmes, finding funding opportunities, pointing to information).

3. Dissemination: Engagement, promotion.

4. Network effects and infrastructure, network cohesiveness:

- Definition and practical implementations of 'membership' concept.

- Network structures and characteristics (number of cities involved; number of meetings attended by member cities; number of people attending meetings; level of people attending meetings (political versus administrative levels); seniority of participants in field of integration policies).

- Perception by members as being part of a network (survey).

- Regional and structural stability.

CLIP outcomes

1. Use of CLIP products by target audiences in their own work (uptake).

2. User satisfaction (survey).

3. Media reach statistics (extent to which CLIP outputs are taken up/reported through the media).

4. Web user statistics (extent to which website users have taken up CLIP outputs on the Eurofound and EUKN websites – not the integration website, as it was only launched in May 2009).

CLIP impact

1. First-order impacts: Uptake of CLIP results by policymakers in policies at EU level, regional level, local/communal level (cities) and any other relevant levels (social partners, etc.).

2. Second-order impacts: Changed conditions (intended effects achieved?). To what extent has the integration of migrants at local levels been improved as a result of CLIP?

3. CLIP intrinsic impacts: To what extent did learning from CLIP take place amongst CLIP members? How was learning that took place implemented in practice?

Evaluation questions

As is good practice for interim evaluations, it is proposed to develop an appropriate mixture of evaluation questions from both an ex-post evaluation perspective (evaluating the existing, outgoing operations), as well as from an ex-ante evaluation perspective (with a view to future requirements of a changed *modus operandi* for CLIP).

The following evaluation issues are particularly pertinent for an interim evaluation:[53]

- **Relevance:** The extent to which CLIP's objectives are pertinent to needs, problems and issues to be addressed.

- **Economy:** The extent to which resources are available in due time, in the appropriate quantity and quality and at the best price.

- **Effectiveness:** The extent to which objectives are achieved.

- **Efficiency:** The extent to which the desired effects are achieved at a reasonable cost.

- **Utility/acceptability:** The extent to which stakeholders accept the particular instrument proposed or employed.

- **Sustainability:** In the case of this project, the necessary conditions required for the continued existence of the project after the planned withdrawal of Eurofound funding (post-2010).

Annex B: Evaluation questions matrix

EVALUATION QUESTIONS	METHODS				
	Desk research	Economic analysis	Survey	Focus group 1	Focus group 2
1. Relevance					
1.1 General relevance of CLIP					
a. To what extent are the CLIP objectives pertinent to the needs, problems and issues in the policy arena of integration of migrants?	√		√	√	√
b. How have the CLIP objectives evolved over time?	√				
1.2 Relevance for Eurofound					
c. To what extent do the CLIP objectives correspond to the aims of the 2005–8 four-year work programme?	√			√	
d. How relevant is CLIP in the framework of Eurofound's new four-year work programme for 2009–12?	√				
1.3 Relevance for European, national and local policymakers					
e. Do the CLIP activities support the implementation of the Common Basic Principles of integration policies for migrants?	√			√	
f. Does CLIP support the development and implementation of national integration policies in the Member States of the European Union?	√			√	
g. Does CLIP support the development of effective and sustainable local integration policies and practice in European cities?	√		√	√	√
2. Economy					
a. Were sufficient resources (financial resources, human resources) available?	√	√		√	
b. What trade-offs had to be made?	√	√		√	
c. To what extent are the estimates for future expenditures (budget projections over four years) for CLIP operations likely to be sufficient?	√			√	
d. Which options/trade-offs can be considered?				√	

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[53] Based on European Commission and DG Budget (2004, p. 34).

EVALUATION QUESTIONS	METHODS				
	Desk research	Economic analysis	Survey	Focus group 1	Focus group 2
3. Effectiveness					
3.1 Achievement of objectives					
a. To what extent have the original CLIP objectives been achieved?	√		√	√	
3.2 Project governance dimension					
b. Is the participation of stakeholders in the CLIP network corresponding to stakeholders' needs to be addressed?	√			√	√
3.3 CLIP network cohesion and network effects					
c. To what extent do CLIP members perceive themselves as part of the network and how deep is their engagement in the network?			√	√	√
d. To what extent do interactions and mutual learning exchanges and opportunities take place within the network and between CLIP members themselves without proactive interventions or facilitations from CLIP network administrators?	√		√	√	√
e. How was learning that took place implemented in practice?			√	√	√
3.4 CLIP working methodology					
f. To what extent has the specific CLIP methodology (action research in specific research modules at CLIP members' levels) contributed to the achievement of CLIP's objectives?	√			√	√
g. To what extent did learning take place within and beyond the CLIP network?	√		√	√	√
h. To what extent could the working methodology (action research) be transferable to other interventions?	√		√	√	√
4. Efficiency					
a. To what extent has value for money been achieved in the CLIP operations?	√	√		√	
b. To what extent do the inputs (contracts, staff, time, expertise) contribute to the quality of CLIP?	√	√		√	
c. How can the objectives and desired outcomes of CLIP continue to be achieved in the future in light of tightening budgetary frameworks?	√	√	√	√	
5. Utility/acceptability					
a. To what extent are outputs of CLIP used/accepted by the relevant stakeholders?	√		√	√	
b. To what extent would changes in CLIP be desired and/or acceptable to the users/stakeholders?			√	√	
6. Sustainability					
a. What potential alternative funding scenarios could be envisaged to ensure CLIP's continuity after 2010?	√		√ ?	√	
b. What additional (non-monetary) measures could be envisaged to enable CLIP's continuity after 2010?	√		√ ?	√	√
7. Impact					
7.1 First-order impacts					
a. Uptake of CLIP results by policymakers in policies at EU level, regional level, local/communal level (cities) and any other relevant levels (social partners, etc.).	√		√	√	√
7.2 Second-order impacts					
b. To what extent has the integration of migrants at local levels been improved as a result of CLIP?	√		√	√	√
c. To what extent has CLIP contributed to stakeholders' participation, engagement, 'voice' and democratic participation in local integration policies?			√	√	√

Annex C: Participants at focus group meetings

Focus group 1: Extended steering committee meeting, Serle, Brescia, 12–14 June 2009

Facilitated by Barbara Schmidt, Malgorzata Radzimowska (Eurofound)

Name	Organisation
Giovanni Valente	Fondazione Guido Piccini, Brescia
Ulrich Bohner	Council of Europe, Strasbourg
Gari Pavcovic	City of Stuttgart
Ayse Özbabacan	City of Stuttgart
Marian Visser	City of Amsterdam
Arnan Oberski	City of Amsterdam
Ursula Struppe	City of Vienna
Helga Nagel	City of Frankfurt
Wolfgang Bosswick	European Forum for Migration Studies (EFMS), Bamberg
Martin Blomsma	Dutch Ministry of Social Affairs and Employment (Ministerie van Sociale Zaken en Werkgelegenheid) (Alternate member of Eurofound's governing board; member of Advisory Committee for Living Conditions)

Focus group 2: Selected CLIP members – lunch during 7th CLIP meeting, Amsterdam, 22 September 2009

Facilitated by Jack Malan (CSES), Barbara Schmidt (Eurofound)

Name	Organisation
Torbjörn Karlsson	City of Malmö
Roger Lawrence	City of Wolverhampton
Sergey Khrychikov	Council of Europe, Strasbourg
Rinus Penninx	Institute for Migration and Ethnic Studies (IMES), Amsterdam
Hubert Krieger	Eurofound

Annex D: CLIP stakeholders

Primary stakeholders (actors)

1. Research group (Eurofound contractor consortium)

European Forum for Migration Studies (EFMS), Bamberg (DE)

Austrian Academy of Sciences – Institute for Urban and Regional Research (ISR), Vienna (AT)

Institute for Migration and Ethnic Studies (IMES), Amsterdam (NL)

Forum of International and European Research on Immigration (FIERI), Turin (IT)

Centre for Migration Policy Research (CMPR), Swansea (UK)

Institute of International Studies, Wrocław (PL)

Former contractors:

Centre for Ethnic and Migration Studies (CEDEM), Liège (BE)

Centre on Migration, Policy and Society (COMPAS) at the University of Oxford (UK)
(**http://www.compas.ox.ac.uk/**)

2. Steering committee members

Council of Europe

Council of European Municipalities and Regions (CEMR)

Committee of the Regions (CoR)

European Network Against Racism (ENAR)

Eurofound

Cities (founding members): Amsterdam, Stuttgart, Vienna

3. City members of the CLIP network (plus national-level policymakers involved when events were at specific cities)

Amsterdam (NL)	Dublin (IE)	Malmö (SE)	Turin (IT)
Antwerp (BE)	Frankfurt (DE)	Mataró (ES)	Turku (FI)
Arnsberg (DE)	Helsinki (FI)	Newport (UK)	Valencia (ES)
Athens (EL)	Istanbul (TR)	Prague (CZ)	Vienna (AT)
Barcelona (ES)	İzmir (TR)	Sefton (UK)*	Wolverhampton (UK)
Bologna (IT)	Kirklees (UK)	Strasbourg (FR)	Wrocław (PL)
Breda (NL)	Liège (BE)	Stuttgart (DE)	Zagreb (HR)
Brescia (IT)*	Lisbon (PT)	Sundsvall (SE)	Zeytinburnu (TR)
Budapest (HU)	Luxembourg (LU)	Tallinn (EE)	Zürich (CH)
Copenhagen (DK)	L'Hospitalet (ES)	Terrassa (ES)	

*N.B. Brescia and Sefton are no longer in the network

Secondary stakeholders (having various interests, funding, beneficiaries, users of results, etc.)
1. EU-level policymakers

Committee of the Regions (CoR)

Council of European Municipalities and Regions (CEMR)

European Commission (EC): EMPL, JLS, EDU/CULT, ENTR, RESE, ARCH

European Economic and Social Committee (EESC)

European Parliament (EP)

2. International level

Council of Europe

Organisation for Economic Co-operation and Development (OECD)

3. Private foundations (part-funding and contributions in kind)

German Marshall Fund (US)

Robert Bosch Foundation (DE)

Soros Foundation (HU)

4. Other agencies

Freudenberg Foundation (DE)

Fundamental Rights Agency (FRA) (EU)

Heinrich Böll Foundation (DE)

Fondazione Guido Piccini, Brescia (IT)

5. Civil society

European Network Against Racism (ENAR)

6. Other networks

European Urban Knowledge Network (EUKN)

International Migration, Integration and Social Cohesion (IMISCOE) Network of Excellence (re DG Research)

Intercultural cities

7. Social partners

Employers:

BusinessEurope

Council of European Municipalities and Regions (CEMR)

Trade unions:

European Trade Union Confederation (ETUC)

European Federation of Public Service Unions (EPSU)

8. European lobby organisations of cities

Eurocities

Annex E: Impact records of CLIP (2006–9)

Date/year	Organisation	Title	Data use
September 2006	EESC	Opinion SOC/219, 'Immigration in the EU and integration policies: Cooperation between regional and local governments and civil society organisations' (Pariza Castaños)	Text mentions the EESC hearing held in Dublin on 22–23 June, in cooperation with the International Labour Organization (ILO) and Eurofound to analyse best practices for integration and anti-discrimination measures at the workplace. Refers to future cooperation with Eurofound regarding the developing city network (CLIP).
December 2006	EESC	Brochure (published in 2007), 'Immigration: The role of civil society in integration'	Text mentions: Dublin hearing organised by ILO and Eurofound in conjunction with the drawing up of the above EESC opinion (p. 13); Eurofound working with a network of cities (p. 27); some of the conclusions of the Dublin hearing (p. 31).
September 2007	European Commission	Third annual report on migration and integration	Reference to CLIP in mainstreaming interaction (paragraph 3.2).
2007	German government	7th report on foreigners	Reference to housing segregation and female migrants.
2007	Institute for Migration and Ethnic Studies (Amsterdam)	Annual report	Reference to CLIP activities.
November 2007	Institute for Migration and Ethnic Studies (Amsterdam)	Masters course on migration	Overview report, *Local integration policies for migrants in Europe*, case studies Amsterdam and Terrassa.
April 2008	European Commission	EC report, *Education and migration strategies for integrating migrant children in European schools and societies: A synthesis of research findings for policy-makers* (April 2008). This is the first of a series of reports done by NESSE, a network of scholars working on social aspects of education and training that advises and supports the European Commission in the analysis of educational policies and reforms.	Eurofound report, *Housing and integration of migrants in Europe* (CLIP, 2007), was quoted three times on pages 51 and 79.
May 2008	Council of Europe Congress of Local and Regional Authorities	Two resolutions to the Ministerial meeting – 252 (2008) and 270 (2008) – based on CLIP recommendations, *Improving the integration of migrants through local housing policies* (Esther Maurer)	CLIP housing recommendations.
May 2008	Dublin City Council	*Towards integration: A city framework programme* (first of its kind for Dublin)	Housing and other various references.
July 2008	European Forum for Migration Studies	*Education and migration strategies for integrating migrant children in European schools and societies*. Background report prepared for Green Paper on migration and mobility (EC, July 2008).	CLIP city examples where anti-segregation policies through quotas are practised.
July 2008	Heinrich Böll Stiftung	Online publication, *Politics of diversity*: http://www.migration-oell.de/web/diversity/48_1712.asp	Use of data from CLIP report on equality and diversity in jobs and services.
September 2008	Council of Europe Congress of Local and Regional Authorities	Final declaration by Yavuz Mildon, president of the Congress at the 8th Council of Europe conference of ministers responsible for migration affairs	CLIP referred to in speech.

Date/year	Organisation	Title	Data use
October 2008	European Commission	Staff working document SEC (2008) 2626 – *Strengthening actions and tools to meet integration challenges*. Report to the 2008 Ministerial Conference on Integration	CLIP referred to under 'Measures targeting the host society'.
February 2009	Committee of the Regions	CoR-CONST Own-initiative opinion on local and regional authorities at the forefront of integration policies [CdR 212/2009 fin] (78th plenary session, 12–13 February 2009), 12 February 2009.	In its policy recommendations, the CoR makes reference to CLIP when it refers to 'the important part played by local and regional authorities in harnessing European experience through exchange of best practice and publicising in particular the results of their part in implementing Community programmes (e.g. CLIP, ERLAIM, ROUTES, City2City, INTI-EUROCITIES), and running transnational regional networks' (point 32, p. 5).
February 2009	EESC	EESC opinion (SOC/319 Common immigration policy for Europe) on the Communication from the Commission to the EP, the Council, the EESC and the Committee of the Regions – *A common immigration policy for Europe: Principles, actions and tools*, COM(2008) 359 final.	Point 5.19 (p. 8): 'in collaboration with the Dublin Foundation and the social partners, the committee analysed the working conditions of immigrant workers' and refers to opinion SOC/219 from September 2006.
February 2009	EC-REGIO	EC-REGIO conference proceedings, Regions for Economic Change, 16–17 February 2009, Brussels.	This was the fifth annual spring conference in the context of the EC Regions for Economic Change initiative launched at the end of 2006 and consisting of networking and exchange of best practices in innovation among European regions. The conference objective was to improve the understanding of how to promote innovation and growth within cohesion policy programmes. Reference to Eurofound participation on p. 10.
March 2009	European Policy Centre	Reflection group workshop on Tuesday, 24 March 2009. 'Migration policy in 2020: A long-term response', address by Wolfgang Schuster, Lord Mayor of Stuttgart (CLIP member). Mr Schuster is a member of the Reflection Group on the Future of the European Union 2020–2030, established by the Brussels European Council on 14 December 2007 and chaired by Felipe González Márquez, former prime minister of Spain. The group has to submit its report to the European Council by June 2010.	Mr Schuster encouraged the joint learning process based on peer review between city practitioners and research, citing CLIP as good practice.

Date/year	Organisation	Title	Data use
April 2009	Joint initiative of DG Justice, Freedom and Security/EESC and civil society	EC European Website on Integration, launched on 22 April 2009. Links to the following Eurofound reports are available from this website: - CLIP reports: *Integration of migrants: Contribution of local and regional authorities* (2006), *Housing and integration of migrants in Europe* (2007), *Local integration policies for migrants in Europe* (2007); *Housing and integration of migrants in Europe: Good practice guide* (2008), *Equality and diversity in jobs and services: City policies for migrants in Europe* (2008). - EWCO comparative report, *Working and employment conditions of migrant workers – Malta* (2007). - EIRO articles: 'Migrant workers and industrial relations in Cyprus' (2003), 'Malta: General Workers' Union calls for action on irregular migrant work' (2008).	Eurofound invited to launch as 'experts' and will be involved in future forum activities. CLIP reports and case studies included on new integration website.
April 2009	European Regional and Local Health Authorities (EUREGHA)	European Regional and Local Health Authorities (EUREGHA) newsletter, issue 1, April 2009.	Eurofound research explicitly mentioned on p. 7, under point 6, 'Relevant publications', Eurofound, CLIP is presented.
May 2009	DG Research	EC report (compendium of migration-related projects), *Moving Europe: EU research on migration and policy needs*, DG Research, Socio-economic Sciences and Humanities, 2009.	This publication represents a compendium of all EC migration-related projects. CLIP is presented as one of the 'Networks of Excellence relevant to migration research' funded by Eurofound (p. 17). In her email to Eurofound, dated 6 May 2009, Giulia Amaducci (research programme officer – scientific officer, RTD, L2) states that CLIP is mentioned as an 'outcome of the collaboration among partners inside and outside IMISCOE'. IMISCOE is a Network of Excellence uniting 23 established European research institutes and over 500 researchers from all European countries and all branches of the economic and social sciences, the humanities and law in pursuit of studies under the themes of international migration, integration and social cohesion.
June 2009	Committee of the Regions	CoR-ECOS opinion on 'Strengthening the global approach to migration: Increasing coordination, coherence and synergies' [CdR 91/2009 fin] (80th plenary session, 17–18 June 2009), 18 June 2009.	Eurofound input to working paper, and meeting attendance and presentation of CLIP. No quotation in the final document.

Source: *Eurofound's impact tracking records*

Annex F: Participation of cities

No.	Name of city	Date of entry	One Housing	Two Diversity	Three Intercult.	Four Ethn. ent.	Launch Dublin	1st Dublin	2nd Brussels	3rd Budapest	4th Barcelona	Joint Brussels	5th Brussels	6th Malmö	7th Amsterdam	8th Brussels
1	Amsterdam (NL)	2006	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
2	Antwerp (BE)	26 June 2006	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
3	Arnsberg (DE)	2006	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
4	Athens (EL)	2006			✓										✓	
5	Barcelona (ES)	2006	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
6	Bologna (IT)	10 February 2009			✓											
7	Breda (NL)	2006	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	
8	Brescia (IT)	2006	✓	✓	no		x	x	✓	✓						
9	Budapest (HU)	2006	✓	✓	✓	✓	✓	✓	✓	✓	✓				✓	
10	Copenhagen (DK)	2006	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	
11	Dublin (IE)	2006	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
12	Frankfurt (DE)	2006	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
13	Helsinki (FI)	2006			✓	?			✓				✓	✓		
14	Istanbul (TR)	2006			✓	✓				✓			✓	✓		
15	İzmir (TR)	2006	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			
16	Kirklees (UK)	19 June 2008	✓	✓	✓	✓					✓	✓		✓	✓	
17	Liège (BE)	30 June 2006	✓	✓	✓	✓	✓	✓	✓			✓	✓	✓		
18	Lisbon (PT)	13 November 2006			✓	✓				✓		✓	✓	✓	✓	
19	Luxembourg (LU)		✓	✓	✓	✓	✓	no				✓	✓	✓	✓	
20	L'Hospitalet				✓	?	?	no				✓				
21	Malmö (SE)	11 August 2006			✓	✓					✓	✓	✓	✓	✓	
22	Mataró (ES)	xx		✓							✓					
23	Newport	2008			✓											
24	Prague (CZ)	2006	✓	✓	✓	✓		✓	✓			✓	✓		✓	
25	Strasbourg (FR)	2010			✓	✓										
26	Stuttgart (DE)	2005	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
27	Sundsvall (SE)	2008			✓	✓			✓		✓	✓	✓	✓	✓	
28	Tallinn (EE)				✓	✓					✓	✓	✓		✓	
29	Terrassa (ES)		✓	✓	✓	✓					✓	✓	✓	✓	✓	
30	Turin (IT)			✓	✓					✓	✓	✓	✓	✓		
31	Turku (FI)		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
32	Valencia (ES)	2008		✓	✓	✓	✓	✓	✓		✓	✓	✓			
33	Vienna (AT)		✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓		
34	Wolverhampton (UK)	11 October 2006		✓	✓	✓			✓		✓	✓	✓	✓	✓	
35	Wroclaw (PL)	30 June 2008			✓	✓							✓	✓	✓	
36	Zagreb (HR)	2008	✓	✓	✓	✓	✓		✓	✓	✓	✓		✓	✓	
37	Zeytinburnu (TR)	2008			✓	✓										
38	Zürich (CH)	26 November 2008			✓	✓				✓			✓	✓	✓	