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## **Final Evaluation Report**

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## 1.1. Introduction

This Final Evaluation report coincides with the AMICALL Final Transnational Report. These reports can be read alongside each other. It also builds on the AMICALL Interim Evaluation Report.

Whereas the Transnational Report provides a synopsis of the transnational research findings, the Evaluation Report sets out the evaluation framework, the extent to which the project met its objectives, process findings of value to the project. It also includes an exposition of the evaluation methodology, including mechanisms for evaluating the transnational learning processes in the next stage, so that the evaluation process can be open to scholarly scrutiny (see Appendix 1).

## 1.2. The Scope of the Evaluation

The evaluation has two elements: The first element is to provide an independent assessment of the extent to which the project achieved its own specific objectives and the objectives of the European Integration Fund (Priority 3). The second element is to carry out a process evaluation, examining the process by which the AMICALL project fulfilled these objectives, assessing the models of engagement and collaboration used by the country teams and transnational project overall. Here, the intention has been to iteratively feed into improving the project's own performance and also to inform models of good practice relevant to EIF funded research. In particular, the aim of this element of the project is to provide a rigorous approach to testing the efficacy of models of transnational dialogue platforms, thus contributing to a broader EIF intention to support the development of indicators, benchmarking and evaluation methodologies for the assessment of specific integration measures implemented at the local and regional level. This evaluation draws upon the indicators set out below to evidence

- the added value of the transnational partnership,
- the added value of the exchange between academics, LRAs and civil society organisations and media organisations in partner countries.

More specifically, it identifies the comparative learning across the countries covered by the project. This will include learning from the project *process*:

- learning from the efficacy of models of exchange, engagement and collaboration mediated through the project used by AMICALL country partners,
- learning about the efficacy of the AMICALL models of exchange engagement and collaboration with LRAs and civil society organisations
- learning about the efficacy of the AMICALL models of transnational dialogue platforms,
- learning that can be drawn from the evidence gathered and the subsequent analysis across the project including the development of typologies of strategies of engagement and communication and promising practice in this field.

## The Evaluation Framework

The evaluation team developed a draft Evaluation Framework in advance of the inception meeting in March 2011. This was shared with project partners at the project inception meeting. The evaluation team attended and actively participated in the project inception meeting, suggesting measures to ensure project delivery was robust and methods for capturing evaluation data. Following the inception meeting, the Evaluation Framework was amended to accommodate feedback and changes to the project planning and to include indicators of success. The amended Evaluation Framework was then re-circulated. (Appendix A). The evaluation team attended the project inception meeting, one technical workshop (in the UK) and participated in 5 of the 6 country roundtables and the project midterm meeting in Rotterdam as well as participating in regular conference calls with AMICALL partners.

## The AMICALL objectives

The AMICALL project contributes to the European Integration Fund Priority 3: To promote the role of civil society organisations and the local authorities in shaping integration strategies and the specific EIF objectives to

- Improve the role of consultative bodies and the representation of civil society organisations in defining, implementing and evaluating immigrants' integration policies.
- Promote knowledge and understanding of integration processes taking place at the local level
- Enhance the exchange of information among relevant stakeholders responsible for integration measures at the regional and local level.

While the objectives of the AMICALL project are to

- produce a clear, agreed framework for analysis of LRA best practice in communicating with local citizens about migration and integration and the conditions that facilitate good effective interventions
- engage LRAs in learning exchange on good practice and challenges faced
- clarify case for LRA intervention
- identify, explain and share LRA best practice
- explore scope for national action to support development of best practice by LRAs
- disseminate guidance and benchmarking tool to LRAs across Europe
- involve civil society organisations of third country nationals in dialogue with and amongst LRAs, ensuring that their views are fed into LRA understandings of best practice.

## 2. The Added Value of AMICALL's transnational dimension

### 2.1. *The AMICALL partnership*

From the outset the AMICALL project brought together a combination of partners working in diverse national settings. The choice of partner countries brought added value to the

project, enabling useful transnational learning and comparison between six EU Member States. In particular, the comparison between the Dutch and UK country contexts, with longer histories of migration, with an Italian and Spanish experience of a relatively recent increase in migration flows, and the relative homogeneity of Hungary, a country, with a low percentage of immigrants within its population led to considerable learning regarding on good practice and the 'variables' that should be considered when attempting to replicate it.

This choice of partner countries resulted in a great deal of useful comparison and learning. This included learning between country contexts where LRAs have clear responsibility for developing strategic approaches to integration through public service delivery part of a nationally coordinated policy, and countries with greater regional variation, and less national strategic lead. There was also much good practice to learn from examining country contexts where 'integration' had been replaced by using other frames, such as 'social cohesion' or 'urban citizenship', and approaches to 'diversity'.

The country context reports produced early were useful to all country research teams in clearly setting out different histories of migration in each country, the political governance of migration and integration, public opinion towards immigrants and the responsibilities of regional and local government in the area of migrant integration, the range of challenges in contexts for LRA and engagement activities across the partner countries. This early research led to useful comparisons and development of a broad typology of activities and useful transnational learning exchanges.

The transnational dimension of AMICALL offers the following added value.

## ***2.2. Clarifying and refining theoretical assumptions, definitions and approaches***

There was evidence that the country teams specifically valued the shared discussions of underpinning theoretical assumptions, definitions and approaches. As one researcher who completed the final evaluation questionnaire reflected 'the discussion at the mid-term meeting around the first AMICALL roundtable held in Rotterdam and the one developed at the national roundtable in Madrid were both very stimulating and helped to better conceptualise and organise the Italian roundtable, to revise our conference plan and the issues deserving priority'. Two examples provide illustrations here. The first relates to discussions of Theories of Change, whilst the second relates to the discussion of definitions and typologies of communication per se.

### **Theories of change**

The AMICALL partnership brought together highly esteemed academic research teams working in the field of integration and migration. The added value of this choice of research partners is evidenced in the theoretical and methodological rigour that the partners brought to the research process. This is in evidence in the discussion of theories of change which sought to analyse the sometimes unspoken assumptions which underlie LRA practice. Underpinning theories of change were problematised in a number of ways, including via the presentations and discussions at the mid-term meeting in January 2012 for example.

Unpacking some of the implications of approaches in the Netherlands, it was suggested for instance, that rather than implying that local leaderships' communication strategies would lead to improved attitudes towards migrants (so leading to improvements in social integration and cohesion) strategies seemed to be based on rather different assumptions. As the final report from the Netherlands explained this:

#### **'AMICALL's underlying theory**

Local leadership => attitudes to migrants => integration
--

#### **How Dutch cities interpret their own role**

Local leadership => integration => attitudes to migrants
--

Put simply, AMICALL set out to investigate whether local and regional authorities in Europe can have a direct positive impact on attitudes to migrants (in particular via strategic communication). If this were possible, they might achieve better 'objective' integration outcomes by manipulating an element of the 'subjective' dimension. Dutch cities, however, including Amsterdam and Rotterdam, mainly focus on 'objective' integration indicators (such as language, labour market, education and housing) and issues perceived to be integration-related (such as youngsters hanging around (*hangjongeren*), crime rates, radicalisation, and intolerance towards gays)' (Source: Netherlands, Final Country Report).

The mid-term discussions on this topic sparked further reflections on Theories of Change, suggesting ways in which greater clarity of these theoretical issues would be beneficial and would enable more specific connections to be made with the findings from previous research more widely.

#### **Typologies of communication**

Reflecting upon the discussion of differing typologies of communication (also considered at the mid-term meeting in January 2011) a number of participants expressed their appreciation of the development of a typology of differing aspects of communication that had been presented. There were, in addition, valuable discussions about the differing dimensions involved, affective as well as cognitive, discussions that resonated subsequently.

The typology presented and discussed at the mid term meeting was appreciated and applied in differing contexts, subsequently. Whilst this seemed to be the majority view however, this was not unanimous. One of those completing the final evaluation questionnaire suggested that such attempts to develop transnational typologies of communication were potentially limited, due to the inherent complexities of drawing comparisons across different country contexts. The typology was subsequently further developed, taking account of these transnational discussions and other forms of feedback.

In summary then, these two examples illustrate ways in which transnational discussions enriched the research in differing country contexts, despite the complexities involved in their differences. A number of those responding to the final evaluation questionnaire commented, however, that it would have been beneficial if some of these discussions could have taken place earlier in the life of the project overall. Similar points were raised in

relation to methodological issues, suggesting the potential value of front-loading these particular aspects of any future transnational programmes.

### **Sharing approaches to methodological questions and challenges**

There was also evidence of added value in terms of transnational reflections on methodological questions and challenges. The Netherland methodological paper informed discussions between teams, as the UK final evaluation responses commented. The mid-term meeting was also identified as a valuable opportunity for sharing ways of addressing methodological issues at their differing stages. Clarification was enhanced as a result of these transnational discussions, with increased awareness of the limitations as well as the potential for inferring interaction between variables, taking account of the challenges of attempting comparisons, drawing out similarities and differences across differing contexts and variations at different levels of governance over time.

As other final evaluation responses reflected, there was increased awareness of the complexities involved, as a result of this paper, and subsequent discussions around these issues. It was also suggested however, that it would have been beneficial to have engaged in some of these discussions about how to address the research challenges involved at an earlier stage. In addition, it was pointed out that comparisons and contrasts were hampered by the lack of systematic evaluations of specific project outcomes. The lack of such LRA evaluations of their activities was probably the main weakness of the AMICALL project overall, it was suggested. This was an issue that could usefully be addressed in future programmes by developing methodologies for systematic evaluations of LRA initiatives, (taking account of the perspectives of differing stakeholders) perhaps based upon a selection of a sample of in-depth case studies. (Final evaluation questionnaires included recognition of the potential value of narrowing down AMICALL's research questions and focus, whilst also recognising that the breadth of issues addressed within AMICALL had been appealing to other stakeholders).

Due to inherent tensions in the project, which were discussed and addressed throughout the process there were potential trade-offs to be made here perhaps, between the 'scientific' and the 'action' aspects of AMICALL as a transnational learning network). The AMICALL project was theoretically rigorous, scholarly and scientific. It was also successful at engaging a variety of stakeholders. However opportunities for action learning could have been further developed through enabling the active participation of practitioners and policy makers in an action research process, with the aim of improving their strategies, practices and knowledge of the environments within which they practice. A sample of in depth case-studies, carried out in partnership with local stakeholders, informed by the theoretical and methodological approaches developed through AMICALL could produce even more robust evidence concerning promising practices. This approach combined formative and participative evaluative research, which developed indicators of success and methods of evidencing such success would have the benefit of developing clear examples of the outcomes of good or promising practice.

### ***2.3. Illustrations of transnational learning in relation to strategies, approaches and promising practices***

The opportunities for transnational learning afforded by the roundtables were evidently particularly appreciated by policy makers and policy practitioners. The evaluation questionnaires completed at the conclusion of the roundtables included reflections on the importance of this aspect of AMICALL. For example, summarising the learning, one of the final evaluation questionnaires concluded that both practitioners and researchers had found the transnational exchanges at the roundtables useful for their reflections on their own practice and possible developments, and learning about other specific examples of promising practices elsewhere. The transnational element had been particularly attractive to practitioners and policy makers, offering a less often accessed pool of ideas beyond national practice. There was leaning here amongst LRA partners on *why* they should demonstrate leadership as well as *how*. Participants reflected on the value of gaining insight into other countries and other LRAs public policies and attitudes, drawing comparisons and contrasts with countries at different stages in terms of their histories of migration. Those from countries with longer histories also valued these comparisons and contrasts, explaining that they had gained new perspectives on their own contexts as a result. These were two-way exchanges.

For example, the feedback from the Italian city representatives who attended the Madrid roundtable and from the local policy makers who attended the roundtable in Turin was very positive in terms of the learning that resulted. Those who attended expressed much interest in the final transnational report and in opportunities for further such events. Similarly the evaluation questionnaires completed at the end of the Hungarian roundtable included a number of appreciations of the learning from the German experiences that had been presented. Several different policy makers separately reflected on the implications for their own practice in relation to the importance of developing a strategic approach, for example, concluding that they would engage with their counterparts from other departments and relevant agencies in developing the strategy for their area. This learning was, incidentally, less apparent to the visitors, who had at the time questioned the extent of the learning that could be applied across countries at such different stages, with such different immigration histories.

Another example of such transnational learning was provided by the anti-rumour initiatives in Barcelona, Spain. Such initiatives were seen as offering approaches that could be both humorous and effective. These anti-rumour strategies and the possible challenges involved in such strategies were referred to by different participants as examples of promising practices that might be applied more widely in other contexts.

As a final evaluation questionnaire concluded, the fact that LRAs were expressing keen interest in the final transnational report was itself evidence of the value that they were placing on transnational learning and exchanges and their potential implications for the future. Even before this, however, examples of shared transnational learning leading to developments in policies and practices were beginning to emerge. In Hungary for instance, one such achievement was the creation of a council for NGOs that work with migrants, taking account of the learning on the importance of developing strategic approaches, working alongside civil society organizations with shared concerns. In addition the Budapest municipality informed the researchers that the General Assembly of Budapest had decided



to train their civil servants on intercultural skills, writing that the AMICALL project had inspired them to do this.

Whilst significant examples were emerging however, as with the research and evaluation issues considered above, it was suggested that it was still too early to come to definitive conclusions about the extent to which this type of learning might lead to changes in LRA policies and practices. As one of those who completed the final evaluation questionnaire summarised this 'it is very hard to predict to what extent this (LRA interest in shared learning) will turn into actual rethinking of their communication approaches'. It was, in addition, suggested that transnational interactions between LRAs might usefully have been intensified with more frequent and focused flows of information and knowledge exchanges. And there was recognition of the challenges involved in engaging LRAs that were less committed, much of the research having focused upon the 'willing and able' LRAs that were already motivated to develop such communication strategies. This was a challenge that had already been identified from previous studies, as the mid-term meeting in Rotterdam clarified.

Finally, on a practical level, it was suggested that attendance at other roundtables and at the mid-term meeting provided opportunities for learning about the processes of organising transnational exchanges such as these most effectively, learning that could then be applied in other contexts.

### **3. Process findings**

In this section we identify the comparative learning across the countries covered by the project through the project *process*: This includes

- learning from the efficacy of models of exchange engagement and collaboration with mediated through the AMICALL project used by country partners,
- learning about the efficacy of the AMICALL models of exchange engagement and collaboration with LRAs and civil society organisations
- learning about the efficacy of the AMICALL models of transnational dialogue platforms,
- learning that can be drawn from the evidence gathered and the subsequent analysis across the project including the development of typologies of strategies of engagement and communication and promising practice in this field.

As discussed above AMICALL Programme activity has allowed valuable international exchanges and transnational comparative analysis regarding integration management, barriers to integration, strategic approaches, models of leadership, cultural communication strategies, diversity management strategies, associated issues and approaches. We now consider the efficacy of the models of exchange engagement and collaboration.

#### **3.1. Project Management and Delivery**

The project has been well delivered and managed. Through shared reflections by correspondence as well as through preparations for joint events, risks were identified at an

early stage and were well managed, with a view to ensuring the most rigorous research and the most effective shared learning transnationally.

Communication strategies have been well designed and adhered to. Project meetings and milestones were adhered to and planned well in advance, thereby minimizing clashes and unmet deadlines. An agreed schedule for each research milestone was developed and met.

The AMICALL model of exchange provided valuable opportunities for transnational learning between country research partners. On a practical level, each of the face-to-face transnational exchanges (planning meetings and roundtables) were planned and run effectively. Circulating papers in advance, to deadlines, maximised the opportunities for learning exchange. Evaluations of these events testified to participants' high levels of satisfaction on these counts.

The exchanges with LRAS and civil society organisations which took place at the technical workshops and roundtables also enabled dialogue, reflection and learning to take place. The circulation of reports and briefings in advance of the meetings was imperative in ensuring that the participants in these exchanges were well informed and fully able to contribute. The format of the technical workshops and roundtables varied across country partners, in some cases meetings were organized with more formal presentations followed by question and answer session. Other meetings were organized with a workshop format, combining formal presentations, small cross-sectoral group discussions followed by feedback. However, despite quite considerable efforts only a relatively small number of civil society organisations were actively engaged in these meetings.

### ***3.2. The participation of cross-sectoral stakeholders in AMICALL.***

The AMICALL project has been very successful in engaging national, regional and local government representatives and other policy makers in dialogue and learning. The appropriate senior level LRA representatives who would have the most relevant expertise to contribute participated in technical workshops and policy round tables. Throughout the AMICALL research process the two research platforms, the technical workshops and the national roundtables, provided valuable opportunities to take back research findings to LRAs and other stakeholders, to test our research findings, to share learning at practice level, and to develop policy recommendations at LRA, national and European levels. Feedback from participants from LRAs has been overall very positive, demonstrating that these fora were highly valued by participants. In Hungary, for example, NGO representatives valued the opportunity to engage in dialogue with representatives from national government departments at the national roundtables.

#### **International exchange**

The model of international exchange employed by the project enabled 10 international participants from Local and Regional Authorities to visit partner countries in order to share the learning from partner country contexts and practices. The international participants were urged to engage with the host country findings in advance, as a way of pushing the reflective process, and then, on the day, they were asked to present their own country working context and respond to the country findings from their own experience. The focus

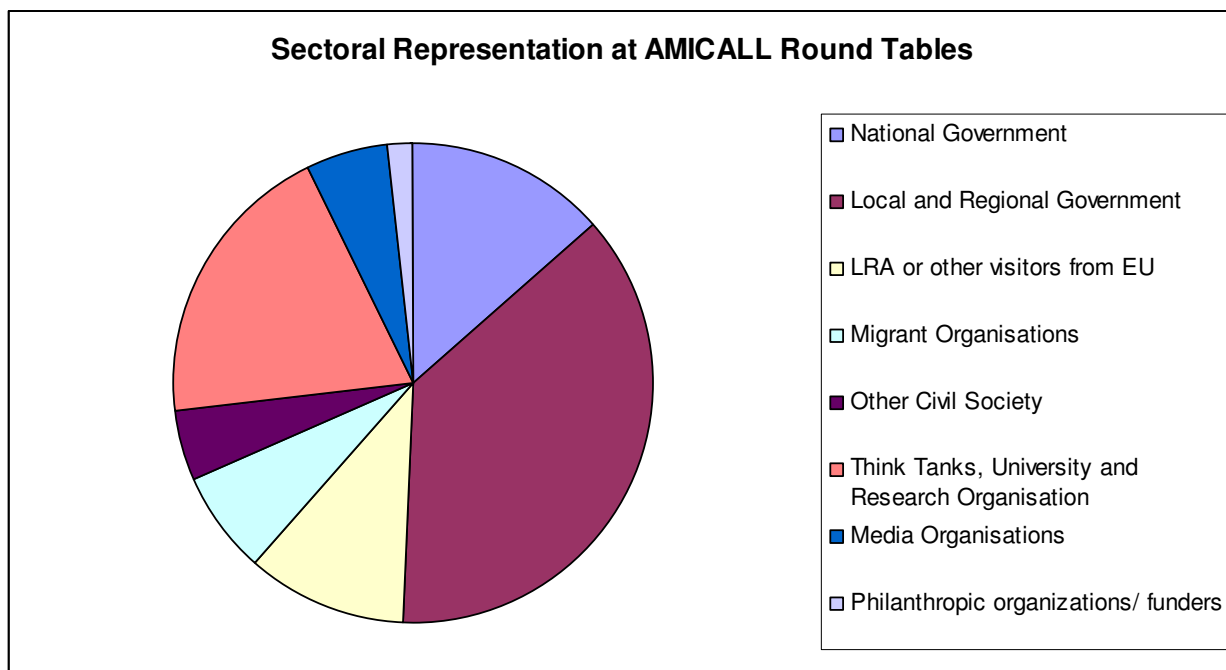
of these roundtables varied according to the national context, so for example the UK roundtable tested out the research findings and focused on practical implications. The Hungarian roundtable focused on a comparative framing of the Hungarian national context, placing a strong emphasis on the participation of representatives from national ministries. Similarly in Spain the roundtable focused on clarifying the need for intervention and how this could be developed nationally. Here participants shared their learning from the events and expressed great interest in the final transnational report and subsequent events.

As suggested then, the AMICALL partners have been very successful in engaging high level representatives at the national level including city mayors and deputy mayors, senior civil servants, including representatives of national government ministries, national offices responsible for Immigration and naturalization, and national local government federations. Feedback from the roundtables demonstrated the value of this participation.

### **The participation of civil society and migrant organisations.**

Throughout the project the engagement and involvement of civil society actors, and in particular migrant organisations, has been uneven however, these actors *have* participated in the research process – through face-to-face and telephone interviews, and in some technical workshops, focus group sessions and roundtables. The research teams have incorporated their views in discussion papers where possible. In some cases research teams organised specific technical workshops aimed at civil society and migrant organisations and the findings from these were incorporated into the research findings. However, as some of the research partners acknowledged, the participation of civil society organisations in the research has been hampered by a lack of resources. This includes a lack of resources *within* these organisations (which impacts on their ability to free up staff or volunteer time in order to participate (NL)). This situation has been exacerbated by the impact of the current financial situation and its impact on civil society organisations and their services.

The participation of civil society and migrant organisations in the policy roundtables has been proportionally low (although the Italian team were particularly successful in engaging media sector representatives both nationally and locally) The chart below (which shows non-partner organisational representatives) illustrates that civil society organisations made up 5% of roundtable participants, whilst migrant organisations made up 7% and media organisations made up 5% of the participants, in comparison to 61% representatives from national, local and regional government. While we recognise that very real efforts *were* made by the country research teams and that the roundtables were aimed at a policy audience, this lack of third sector representation presents a significant challenge given their importance for the triangulation of the research findings and the project's overall objective in relation to the EIF's objective to promote the role of civil society organisations as well as local and regional authorities in shaping integration strategies.



**Figure 1**<sup>1</sup>

Overall AMICALL partners made considerable efforts at reaching civil society representatives, then, but these were not entirely successful. In some cases researchers encountered difficulties in gathering migrant organisations' perspectives as they had not reached the 'critical mass to enable them to speak'. (Germany. In other cases (Spain) the lack of response by civil society organisations was understood as a consultation fatigue whereby civil society organisations were tired of being asked to participate in research without receiving any feedback on the consequences and impact of their participation. This combined with the timing of their work, which coincided with the period of completing annual reporting cycles and their lack of identification with the general aims of the project. This points toward the tensions that different actors encountered when engaging with the project.

The relative scarcity of migrant organisations and civil society organisations taking part in the UK technical workshop, for example, was commented upon by a representative of a migrant organisation at this technical workshop (although here too, considerable efforts had been made). Where migrant organisations have been involved, however, they have clearly contributed to the evaluation process, adding elements of triangulation. In Italy, for example, there was strong representation from migrant organisations working at a national and local level including immigrant communication experts to collect their opinions on the projects of the Municipality of Turin and their view of institutional communication to promote integration.

This limited participation of third sector actors indicates that the research may have been too ambitious in its scope in its aim to understand the role of LRAs in influencing attitudes to the integration of migrants and the aim to involve migrant organisations and civil society

<sup>1</sup>For purposes of clarity this chart represents the participants by sector and does not include AMICALL partner organisations.

organisations in dialogue, ensuring that their views and understandings of best practice are fed into the research process. This points towards the potential of a more participative and open methodology which places more emphasis on working in partnership with civil society 'umbrella organisations' at a national or city wide level to gather the perspectives of migrant organisations and encourage their participation. Clearly this would require a reconsideration of resource distribution in order to create a more interactive space where migrant organisations and civil society organisations could contribute (such as on-line discussion spaces, publicizing and sharing the research in an accessible format in civil society and migrant organisation fora).

### **3.3. Dissemination**

The dissemination of AMICALL is multi-tiered, with the aim of reaching a variety of audiences including academics, policymakers, policy practitioners and civil society and migrant organisations at an international and national level. The AMICALL partners bring considerable added value to the project's dissemination, being active members of a number of international and European level research networks including the Council of Europe's SPARDA network, the European Concordia Discourse project (FIERI, Italy, EFMS of the University of Bamberg, COMPAS, UK) and MIPEX (Spain). Events organized by these networks and associated EU level networks such as the European Integration Forum, the International Migration Integration and Social Cohesion (IMISCOE) Research Network offer valuable further opportunities to disseminate the research findings to an influential EU level policy audience.

Planned dissemination activities include: sharing of research reports on the AMICALL website. This includes the Final Transnational report (in English) and six summaries of the research, in all of the country languages of the project. These country summaries will include a summary of the transnational research.

The research teams will also publish the research findings in relevant academic publications and a policy-focused edited collection of chapters.

The projects findings will also be disseminated through several events on an international level. EU level events organised by AMICALL include a collective dissemination event in Brussels and a small fringe event at the Council of Europe's Congress of Regional and Local Authorities in Strasbourg. Further dissemination has already included a presentation for Eurocities, (Compas) on leadership and public attitudes to migration and integration, a presentation on diversity, super diversity and belonging at Metropolis conference, Canada, (Compas). At the time of writing and future dissemination aims to maximize the opportunities offered by relevant European research and policy focused networks e.g. Qualitet, the National Conference of Integration Commissioners, the intercultural cities network and SPARDA.

The dissemination of the research at the national level will be carried out by country research teams through national conferences, events and related activities. The variety of dissemination activities aimed at both academic and policy/practitioner audiences includes:

- participation in national local government federation networks and conferences (Hungary, Italy and the UK)
- participation in NGOs fora, and sharing research findings through newsletters aimed at NGOs (Hungary, Netherlands),
- organizing a training event building on the technical workshops as a more practical form of dissemination (UK)
- organizing a conference academic researchers specialising in attitudes to migrants. ( Spain)
- organizing seminars for LRAs and work with local media
- articles in major newspapers (e.g. El Pais). (Spain)

In summary then, this dissemination period is a valuable opportunity to extend the action research element of the project and enhance the national and transnational learning which has taken place to date by developing further the emerging networks established through the research process.

It is also a significant opportunity to communicate both academically-oriented findings, practical and specific recommendations and the identified examples of promising practice in a variety of formats. This is an opportunity to respond to some of the feedback gathered which commented on the ‘academically-oriented’ and ‘abstract’ presentation of some of the research. Publication formats that are concise and less ‘text heavy’ will have the advantage of reaching a variety of audiences who may be pressed for time, less fluent in the English language, or who prefer succinct visual representations such as charts, rankings, case studies, maps etc. The inclusion of concise information on benchmarking and a compendia of promising practices will ensure the report is useful to a wide cross section of research audiences.

### ***3.4. Imputing causality.***

As discussed in the Interim evaluation Report, the problem of imputing causality has been a complex task, offering significant challenges for AMICALL. This was recognized from the outset and discussed at length in the Dutch methodological paper. In addition, the scale and pace of changes in the wider policy context have compounded these problems. Even where relevant evaluative research into ‘good’ or ‘promising practice’ has been undertaken typically this has been specifically commissioned. And as the country research report from UK indicates, the focus has typically been concerned with measuring outputs rather than evaluating the outcomes of particular approaches, whether on a project by project basis (as with the example of the uptake of particular information packs for instance) or on the basis of a series of interventions, to be evaluated holistically. The following section identifies some of the ways in which researchers have been attempting to address this deficit through the AMICALL programme.

- 1) Identifying national benchmarks against which to measure outcomes: in England, for instance, the English Place Survey had included indicators for community cohesion. Whilst there were problems with this, LRAs had still found this to be of some limited value. But this survey was being ended by the national government, leaving LRAs with no effective national substitute.

2) Using routine service data such as the incidence of recorded racist incidents: again there are problems in interpreting such data and it is not necessarily possible to relate any changes to any particular policy/ communication intervention.

3) Measuring overall coverage in the national and local press to identify changes.

4) Measuring other marks of public recognition (e.g. public awards for integration – Hauptstadpreis – letters to local newspapers commenting on interventions positively Neu-Isenburg).

5) Measuring (increasing) attendance at regular communication events (e.g. Marburg Soup Festival)

6) Carrying out original research including surveys and focus groups (e.g. to measure the extent to which residents felt that their attitudes had been changed as a result of particular interventions, or to measure the extent to which front-line staff considered that tensions had been reduced in particular areas as a result of project interventions).

## 4. Summary and Recommendations

In summary, AMICALL's formal objectives have been achieved and significant learning has taken place at a national and transnational level. The project makes a significant contribution to the European Integration Funds Priority 3 objective to promote the role of civil society organisations and the local authorities in shaping integration strategies. The projects transnational dimension offered a valuable opportunity for Country Research Teams to engage in valuable discussions which shaped and enhanced national research throughout the life of the project. AMICALL has allowed valuable international exchanges and transnational comparative analysis regarding integration management, barriers to integration, strategic approaches, models of leadership, cultural communication strategies, diversity management strategies, associated issues and approaches. However, more learning could be achieved perhaps –

### Strengthening transnational learning exchanges for the future?

The opportunities for transnational learning exchanges represented particularly valued aspects of AMICALL, from the perspectives of practitioners and policy makers.

Such learning exchanges might be further developed and their impact evaluated in future:

- With earlier clarification of the definitional and other methodological challenges involved in exploring transnational comparisons and contrast
- With further stimulation of information and knowledge exchanges between LRAs and civil society organisations and agencies
- With scope for systematic evaluations of LRA initiatives, (taking account of the perspectives of differing stakeholders) perhaps based upon a selection of a sample of in-depth case studies. (Final evaluation questionnaires included recognition of the potential value of narrowing down AMICALL's research questions and focus, whilst

also recognising that the breadth of issues addressed within AMICALL had been appealing to other stakeholders. producing even more robust evidence concerning promising practices. There were potential trade-offs to be made here perhaps, between the 'scientific' and the 'action' aspects of AMICALL as a transnational learning network).

- With specific support ring-fenced for the engagement of civil society and migrant organisations
- With scope, in addition, for subsequent research to identify the impacts in policy and practice, after the conclusion of the project and the dissemination of the final transnational report.



## 5. Appendix 1: The Amicall Evaluation Framework

<p><b>EIF Priority 3 objectives</b></p>	<p><b>To promote the role of civil society organisations in shaping integration strategies.</b></p> <p><b>Specific objectives:</b></p> <ul style="list-style-type: none"> <li>○ <b>Improve the role of consultative bodies and the representation of civil society organisations in defining, implementing and evaluating immigrants' integration policies.</b></li> <li>○ <b>Promote knowledge and understanding of integration processes taking place at the local level</b></li> <li>○ <b>Enhance the exchange of information among relevant stakeholders responsible for integration measures at the regional and local level.</b></li> </ul>	
<p><b>AMICALL Project's specific objectives</b></p>	<p><b>Indicators of success</b></p>	<p><b>Evidence gathering opportunities</b></p>
<p>To develop transnational learning network which will identify, share and disseminate promising practice among Europe's local and regional authorities (LRAs) in communicating with local citizens about migration and integration of third-country nationals to address tensions and build public understanding.</p>	<ul style="list-style-type: none"> <li>○ Opportunities for sharing of examples of promising practice which <i>is</i> and <i>is not</i> replicable across contexts on a local, regional, municipal, national and European level.</li> </ul> <p>The extent to which the network shares good and promising practice with a view to making an impact.</p>	<ul style="list-style-type: none"> <li>○ Inception seminar</li> <li>○ Country background papers</li> <li>○ Reports on technical workshops</li> <li>○ Interim transnational report</li> <li>○ National roundtables</li> <li>○ Transnational round table</li> </ul>

<p>To produce a clear, agreed framework for analysis of LRA promising practice in communicating with local citizens about migration and integration and the conditions that facilitate good effective interventions</p>	<ul style="list-style-type: none"> <li>○ Development of the agreed framework for identification of promising practice as well as tensions, gaps, contradictions, challenges and barriers at city and regional level.</li> <li>○ Identification of relevant examples of at city and regional level promising practice that <i>is</i> and <i>is not</i> replicable across contexts.</li> </ul>	<ul style="list-style-type: none"> <li>○ Inception seminar</li> <li>○ Country background papers</li> <li>○ Reports on technical workshops</li> <li>○ Interim transnational report</li> <li>○ National round tables</li> <li>○ Transnational round table</li> </ul>
<p>To identify, explain and share LRA best practice</p>	<p>Extent to which best practice has been identified, explained and shared in collaboration with a range of stakeholders within each country partnership and across country partnerships</p> <ul style="list-style-type: none"> <li>○ Identification of LRA city and regional narratives and the audiences they are targeted at</li> <li>○ the identification of a typology of LRA narratives produced for a variety of audiences</li> </ul>	<ul style="list-style-type: none"> <li>○ Sharing of country background papers</li> <li>○ Six Country Papers</li> <li>○ Reports on technical workshops</li> <li>○ Interim transnational report</li> <li>○ Round table policy fora</li> <li>○ At transnational round table</li> <li>○ Final reports and dissemination events</li> </ul>
<p>To engage LRAs in learning exchange on good and promising practice and challenges faced</p>	<p>Extent of the engagement with LRAs</p> <ul style="list-style-type: none"> <li>○ The range of LRA engaged (District, municipality, region, state)</li> <li>○ The extent of LRA engagement in research process, (from email and telephone contact, to partnership working )</li> <li>○ The level of engagement <i>within</i> LRAs e.g. elected politicians, senior officers, street level bureaucrats</li> <li>○ The number of exchange visits between LRAs in participating countries</li> </ul> <p>Outcomes of learning regarding</p>	<ul style="list-style-type: none"> <li>○ Monitoring attendance and feedback on experience of attendance and learning</li> <li>○ Gather feedback and facilitate reflection</li> <li>○ Transnational round table</li> <li>○ Six Country Papers</li> <li>○ Reports on technical workshops</li> <li>○ Interim transnational report</li> </ul>

	<ul style="list-style-type: none"> <li>○ LRA role regarding the integration of migrants in and local, regional, municipal and national contexts</li> <li>○ Identifying conditions for the integration of migrants in each country (Including high and low migration areas, less urban new migration contacts zones)</li> <li>○ A range of examples of LRA action /communication in and local and regional contexts identified that will be useful in constructing a EU level typology</li> <li>○ factors that determine these identified examples</li> <li>○ Identification of examples of promising practice</li> <li>○ Challenges/tensions identified</li> <li>○ Summaries of learning from exchange visits between project partners (including LRAs)</li> </ul>	
To clarify case for LRA intervention	Extent to which a clear case for LRA intervention has been made based on robust evidence	<ul style="list-style-type: none"> <li>○ Country background papers</li> <li>○ Six Country Papers</li> <li>○ Reports on technical workshops</li> <li>○ Interim transnational report</li> <li>○ Roundtables</li> <li>○ At transnational round table</li> <li>○ Final report delivered which reflects round table discussions</li> <li>○ Final reports and dissemination events</li> </ul>
To explore scope for national action to support development of best practice by LRAs	<ul style="list-style-type: none"> <li>○ A viable action plan developed with the engagement and participation of the country national partnership</li> <li>○ An action plan is written into partner organisations work plans and communication strategies</li> <li>○ Risks and opportunities regarding national action are identified</li> </ul>	<ul style="list-style-type: none"> <li>○ Sharing of country background papers</li> <li>○ National round table</li> <li>○ Transnational round table</li> <li>○ Final reports and dissemination events</li> </ul>

<p>To disseminate guidance and benchmarking tool to LRAs</p>	<ul style="list-style-type: none"> <li>○ Guidance and benchmarking tools are developed,</li> <li>○ Guidance and benchmarking tools are and disseminated effectively with the engagement and participation of the national partnership</li> </ul>	<ul style="list-style-type: none"> <li>○ National round tables</li> <li>○ Transnational round table</li> <li>○ Final reports and dissemination events</li> </ul>
<p>To involve civil society organisations of third country nationals in dialogue with and amongst LRAs, ensuring that their views are fed into LRA understandings of best practice</p>	<ul style="list-style-type: none"> <li>○ Number of civil society organisations of third country nationals in dialogue in varying ways with and amongst LRAs, (from email and telephone contact, to partnership working )</li> <li>○ Extent to which civil society organisations views are fed into LRA understandings of best practice</li> <li>○ The extent to which civil society organisations of third country nationals feel they have been heard in the project process</li> <li>○ Number of exchange visits between civil society organisations and participating countries</li> </ul>	<ul style="list-style-type: none"> <li>○ Reports on technical workshops</li> <li>○ Interim transnational report</li> <li>○ National Round table</li> <li>○ Final reports</li> <li>○ Dissemination events</li> </ul>
<p>To involve media organisations in dialogue with and amongst LRAs, ensuring that their views are fed into LRA understandings of best practice</p>	<ul style="list-style-type: none"> <li>○ Number of media organisations engaged in dialogue in varying ways with and amongst LRAs, (from email and telephone contact, to partnership working )</li> <li>○ Extent to which media organisations views are fed into LRA understandings of best practice</li> <li>The extent to which media organisations feel they have been heard in the project process</li> </ul>	<ul style="list-style-type: none"> <li>○ Reports on technical workshops</li> <li>○ National Round table</li> <li>○ Final reports</li> <li>○ Dissemination events</li> </ul>