INPUT Project

Third Mission of Transnational Experts
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Actions to promote employment for migrants: what makes them sustainable?

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IMPART – ESF Learning Network 2009-12

- **Twelve partners in seven Member States**
    - **England, Scotland**
    - **Estonia**
    - **Flanders (BE)**
    - **Germany, Baden-Württemberg, Berlin**
    - **Greece**
    - **Spain, Aragón, Andalucia**
    - **Sweden**

- **Looked at 14 employment projects, under these themes:**
    - *Assessment and Validation: Valuing Migrant Competences*
    - *Fostering Anti-discrimination Skills as a Professional Approach*
    - *Integrated Territorial Approaches*

- **Used 'peer review' method for transnational learning ...**

Transnational learning: key choices

- **Whose view?** Internal reporting - or external scrutiny ?

- **Structured analysis** for comparison - or ad hoc description?

- **How deep?** Success/good news only – or failure too?

- **How wide?** Focus on project's good-practice model only - or look at its context too?

- **What result?** Learning about existing practice, for participants only - or something more …?

IMPART peer review – as learning process

Key features

>> External scrutiny by peers - transnational team

>> Structured analysis, by benchmark
- diagnostic: reasons for possible long-term success/failure

>> both what works *and* what doesn't ...
- looking at risks of long-term failure

>> examining project in its context

>> results both for projects (specific) *and* for European Commission (pan-European)

IMPART Network: objective

Overall aim

To help in designing strategies for the employment of migrants and ethnic minorities …

but …

IMPART perspective on ESF projects

- *'We know enough now, about what is good practice'*
- *' Why does known good practice so often go nowhere?'*

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- IMPART's question: what conditions enable us to get good practice sustained for the long term?

Peer review – how IMPART innovated …

IMPART went beyond …	to look also at …
• the performance of the project	• its environment
• what it can control	• factors outside its control
• its practice (service model)	• *chances of getting it mainstreamed for future*

How we created the IMPART benchmark

Purpose: to check.. are the factors in place, that ensure long-term impact for this project or programme?
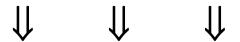
- **We looked at ESF project experience 2000 to 2010**

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- **Identify critical factors that made the difference >> mainstreaming / long-term influence**

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- **IMPART benchmark**

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>> factors for long-term success: pan-European, holistic

IMPART peer review 2009-12
Overall findings

- **Across three themes, ten projects, seven States ... common factors >> long-term impact**

needs assessment	policy framework
migrant voice	commitment to mainstream
employer engagement	monitoring and evaluation
consulting other social partners	equalities

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- **IMPART core benchmark 2012: for most ESF work**

Completing IMPART's modular benchmark

- **Core benchmark**: critical factors applying *in general* to projects on migrant & ethnic minority employment

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- **Thematic module**: set of CFs that make the difference *specifically* for projects on each theme
  - one module per IMPART theme >> three modules

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- Core benchmark
  - + thematic module
    - = benchmark for **all projects in thematic area**
      - >> how to maximise long-term impact

Making projects sustainable: IMPART 'core' factors (I)

- **Needs assessment** for the project
  - as basis of project design and delivery
  - objective and inclusive
  - use outside, independent evidence
  - consult stakeholders, including target group

- **Migrant voice** to guide project's work
  - to inform design … delivery … evaluation
  - listen to project participants *but also wider communities*
  - consult migrant self-organisations (MSOs) on its work
  - give MSOs a role in steering project

Making projects sustainable: IMPART 'core' factors (II)

- **Employer engagement**
  - identify employers to work with
  - consult on skills needs
  - audit migrant skills, where relevant >> skill recognition
  - support for migrant integration to workforce
  - make business case for recruiting migrants

- **Other social partners** to guide project
  - consult employment agencies, trade unions, business bodies … on labour market conditions + response
  - include these partners in project governance

Making projects sustainable: IMPART 'core' factors (III)

- **Link project with policy frameworks**
  - EU policies, or national / regional
  - align project goals explicitly
  - policy-makers contribute to design
  - dialogue with them as project develops …

- **Commitment to mainstream >> long-term legacy**
  - invest in local structures to champion good practice eg. MSO networks
  - concrete products to embody this practice
  - follow migrants' longer-term employment experience
  - with policy-makers: plan to bring results to mainstream

Making projects sustainable: IMPART 'core' factors (IV)

- **Monitoring and evaluation**
  - structured + transparent
  - adapted to target group ... variety of evidence
  - both 'hard' (quantifiable) and 'soft' outcomes
  - not just current performance >> test longer-term impact

- **Equalities**
  - core aim: promote equality /tackle discrimination
    - between migrants + others
    - within communities
  - equalities in project's own employment practice
  - in relationship with employers, other agencies ...
    champion equalities + tackle discrimination

Sustainability: the key lesson

Efficient funding is *project-plus* funding

- **not enough to finance project in isolation ...**

- **wider 'ecology' of good practice**

- **best long-term return on ESF investment ?**
  - **>> help to build project's relationships**
  - **>> seek wider information sources**
  - **>> enable projects to develop in context**