Promoting Civic Participation of Third Country Nationals through Local Authority Platforms 2010 - 2013

PROJECT EVALUATION

June 2013
Prepared by Adrienne Boyle, Boyle & Associates

Promoting Civic Participation of Third Country Nationals through Local Authority Platforms

www.integratingdublin.ie

The project was led by New Communities Partnership and supported by Dún Laoghaire Rathdown County Council, Dublin City Council, South Dublin County Council and Fingal County Council.
New Communities Partnership is registered in Ireland. No. 433791. CHY 18961.

New Communities Partnership
53 Upper Dorset Street, Dublin 1
Tel: +353 (0)1 872 7842

info@newcommunities.ie
www.newcommunities.ie

The project, *Promoting Civic Participation of Third Country Nationals through Local Authority Platforms*, is co-financed by the European Commission under the European Integration Fund and is supported by the Office for the Promotion of Migrant Integration in the Department of Justice and Equality and Pobal.

The views expressed herein are those of the author and do not necessarily reflect the views or policies of Pobal, the Office for the Promotion of Migrant Integration in the Department of Justice and Equality or the European Commission

TABLE OF CONTENTS

Acronyms

CC	County Council
DEP	Dublin Employment Pact
EIF	European Integration Fund
ILVs	Intercultural Liaison Volunteers
LA/s	Local Authority/ies
NCP	New Communities Partnership
TCNs	Third Country Nationals

1. Introduction to the Project 'Promoting Civic Participation of Third Country Nationals Through Local Authority Platforms'

1.1. Background

The project began its formal existence in 2010 and is currently (June 2013) approaching its concluding month – August 2013. The project is co-financed by the European Commission under the European Integration Fund and is supported by the Office for the Promotion of Migrant Integration in the Department of Justice and Equality and Pobal. The lead agency for the project was the Dublin Employment Pact (DEP); this passed to The New Communities Partnership (NCP) on the closure of the DEP in July 2012. The original project partners working with the DEP were the New Communities Partnership, AkiDwA, Dublin City Council, Fingal County Council, South Dublin County Council and Dún Laoghaire Rathdown County Council. The geographical region of the project was that covered by the four Local Authorities (LAs). The Steering Group constituted active representation from all four LAs throughout the project timeframe. The project employed three part time employees; the project coordinator (3.5 days), 1 project worker (3 days) and one project administrator, including financial administration (2 days), the latter of whom took on additional project functions.

1.2. Overall Aim

The overall aim of the project was:

Promoting the civic participation of third country nationals through involvement in and the development of appropriate Local Authority platforms and structures.

In its project proposal, the project also aimed to develop a joint regional strategy on civic integration.[1]

1.3. Project Objectives

The project had 5 objectives*:*

Objective 1	Promote Political & Civic Participation
Objective 2	Develop Models of Mediation
Objective 3	Deliver Workplace Opportunities
Objective 4	Develop Mechanism for Third Country Nationals' Participation and Provide Capacity Building and Improve Cultural Competence
Objective 5	Mainstreaming and Evaluation

While the 5 main objectives of the project remained the same, discussions between the project and Pobal particularly in May 2011 resulted in changes in a range of actions and targets. The project also agreed a new project Operational Plan in August 2012 following the closure of the

---

[1] Project proposal. P 8. Section 5.

Dublin Employment Pact. The Project Plan of early 2012[2] was the main plan from which the monitoring and evaluation of the project was conducted.

<div align="right">

1.4. Main Activities
</div>

The main activities of the project were:

- **Integration Forums**: The establishment, development, training and support of four Integration Forums in each LA area. While the Forum in Fingal had been established in Fingal, those in the other three LA areas were established, developed and supported during the lifecycle of the project. The Integration Forums are evolving representative bodies of new communities whose prime role, in the context of this project, is to work with the Local Authorities to develop more culturally appropriate representative functions for new communities within their geographical area.

- **Intercultural Liaison Volunteers**. The establishment and development of a mediation service through Intercultural Liaison Volunteers (ILVs). These were established in three of the four LA areas (Fingal, Dublin City, South Dublin) and were most developed in Fingal and South Dublin. Dún Laoghaire Rathdown did not take part in this component. By the end of the project monitoring data indicated 10 were fully functional across 2 LAs – 5 in Fingal, 5 in South Dublin and 7 trained in Dublin City.

- **Training**. The project delivered a range of training including (a) training for new communities in Irish political systems and culture, (b) training for effective representation for those involved in the Integration Forums, (c) training for Intercultural Liaison Volunteers (d) awareness-raising training for senior staff and politicians in each LA area and (e) two facilitated youth training sessions in June and July 2013 to encourage young people to link with civic representative structures, such as the Integration Forums.

- **Work placements.** Work placements were delivered in all 4 of the LA involving 15 people, 7 in Dublin City, 4 in Fingal, 1 in South Dublin and 3 in Dún Laoghaire Rathdown.

- **Resource development.** Resources produced by the Project were an information brochure; a 'Practical Guide to Assisting Integration for Local Authorities', which is a practical, step-by-step guide to how the project approached implementing its activities; and a 'Beginner's Guide to the Republic of Ireland', which outlines, in brief, Irish culture, history and politics. This booklet was devised from the training workshops outlined above under *Training* (a). The project built a project website www.integratingdublin.ie   Finally resources in the form of training slides/process notes from each of the different trainings, devised for the project as outlined under Training (a) - (d) above, are available on the website.

Other main activities: These included: a submission to Minister for the Environment entitled '*The Case for New Communities to be represented as a recognised Sector on new Local Authority structures regarding Local Authority reform and migrant integration into new structures'*, followed up by a meeting with Dept of Environment's Minister of State on July 10 2013. A voter registration poster was designed and mainstreamed into regularised *New Irish Citizenship* information packs.

---

[2] This plan was received by the external evaluator in Feb 2012 and may have been agreed prior to that time.

2. Evaluation: Framework & Methodology

2.1 Evaluation Framework

The evaluation used a combination of the Five Nations Evaluation Framework, the Most Significant Change (MSC) alongside the project proposal and its objectives to evaluate overall performance and impact. The Five Nations Framework evaluates the overall Project successes and challenges, its strengths and weaknesses. It also identifies progress and challenges in relation to meeting its aims and objectives, identifies learning from the experience over the timeframe and, finally, identifies the critical issues for the project's success for the future. The MSC primarily focused on impact, identifying the most significant changes which have taken place and key contributory factors enabling that change.

2.2 Evaluation Methodology

An external evaluator was appointed towards the end of the first year of the project's operation, in January 2012. Overall the evaluation was limited in scope initially to 20 days and a further 4 days allocated to facilitate an in-depth session with ILVs. This included the development of the evaluation plan, quarterly monitoring, midterm review and final evaluation as well as commenting from time to time on internal evaluation mechanisms. The main limitation of the external evaluation was the delivery of a substantial midterm report, though a review did take place and the write up of sessions informed the final year of the projects work.

The external project evaluation primarily consisted of four main components:

- **Monitoring Reports**. A Monitoring Report format was agreed in the early days of the evaluation process and was based on the project plan. This involved initial discussion with staff and Steering Group.

- **Quarterly Monitoring**. The Monitoring Report format took a number of months to shape into an effective monitoring tool. The external evaluator met on a quarterly basis with the staff team to comment on the Report, to discuss progress and the effectiveness of the reporting format.

- **Mid Term Review**. April 2012. This consisted of one group session with the four Integration Forums and a session with staff and Steering Group. A substantial review of monitoring data took place with targets for the final project year reviewed. Session write-ups were submitted to the project.

- **Final Evaluation**. This took place in May - June 2013. It consisted of (a) in depth interviews with 3 staff/ ex-steering group members; (b) groups session with 2 representatives of each of the 4 integrations Forums; and (c) groups session with 3 of the Local Authorities and a follow up telephone interview with the fourth and (d) a group session with the Intercultural Liaison Volunteers. All sessions included the collection of both qualitative and quantitative data.

Pobal Thematic Evaluation: The external evaluator also worked with the project to complete the annual Pobal Thematic evaluation.

There were a number of data limitations, which impacted on the breadth and depth of analysis of the work of the project and particularly the impact of the work. The external evaluator made substantive comments on various internal evaluation forms and these appeared to be used to a degree in the later stages of the internal evaluation process.

2.3.1. Training evaluation data

❑ *Training of Third Country Nationals in Irish Political Systems and Culture*. Basic evaluations were available for 2 of the 4 trainings. While these included data about the quality of the training they did not include any impact data.

❑ *Training of Integration Forums*. Basic evaluations were available for two of the four Forum Trainings. While these included data about the quality of the training they did not include any impact data.

❑ *Training of Senior Local Authority Management*. Evaluation data was available for three of the four Local Authorities.

❑ *Intercultural Liaison Volunteers Evaluations training.* There was no evaluation data from the project on the training of the ILVs.

2.3.2. Work placement Evaluations
There was no direct engagement of those taking part in the work placement component in the midterm or final evaluation. There were 9 evaluation data sheets from work placement (60%) and 2 from supervisors.

2.3.3. Time allocation to Local Authority Component
The final evaluation time allocated by the four Local Authorities was to one joint two-hour session. While considerable data was collected during this session, more time is likely to have elicited a fuller picture of the engagement of the LAs in the project. Three LAs attended the session and the fourth contributed through a telephone interview and completion of written data.

2.3.4. Composition of the final evaluation session with Intercultural Liaison Volunteers
While 20 people attended this session, five were experienced ILVs; seven had completed training but had not been followed up, and 6 had no engagement at all in the ILV component[3]. There were therefore three different groupings in the session with different interests and needs. While evaluation data was gathered as much as was possible, specific data relating to identifying significant changes was limited. Additionally while all three of the LAs who took part in the ILV component were represented, the majority of attendees lived in Dublin City but were not ILVs. The experienced ILV represented Fingal and South Dublin Councils.

2.3.5. Organisational evaluation
The evaluation in the main did not include any in depth assessment of the organisational aspects of the projects operations.

---

[3] Sixteen were in attendance when the count was made. Data suggested that some others arriving after the count was taken were not experienced ILV's

2.3.6. Monitoring the Evaluation
The original project proposal in Objective 5 included actions and targets in relation to the evaluation of the project; these were removed from the internal monitoring document with the result that the evaluation targets were not regularly monitored. This did not have any major consequences for the delivery of the original evaluation targets.

2.3.7. Timing of Final Evaluation and completion of project targets
With data for final evaluation collected during May and June 2013, the completion of some project targets fell outside this time line. These will be referred to in the report through staff comments.

3. Evaluation Findings

3.1 Successes of the Project

3.1.1. Overall analysis
The overall successes of the project relate to the establishment and development of migrant led Integration Forums, the co-ordination of all four Local Authorities in the Dublin region on integration policy and the evolving knowledge and awareness on the part of both LAs and new communities of their responsibilities in relation to taking action to promote integration.

3.1.2. Key Successes

(a) From the Local Authority viewpoint
- *Collaborative and coordinated approach to integration.* This was the single greatest achievement of their involvement from the LAs viewpoint. The coordinated approach brought a focus and an energy to the work of Integration between the LAs, including sharing best practice. The process allowed for local benchmarking by having a consistent, though still evolving, programme across all four LAs.

- *Capacity building of LAs.* The project was seen to have begun the development of a process of capacity building within the LA on integration issues.

- *Development of LA Integration Strategy.* Two of the LAs (South Dublin and Dún Laoghaire Rathdown) developed and agreed an Integration Strategy during the lifetime of the project and as a result of its engagement with the project. One LA had a previously agreed strategy (Dublin City) and one continued to work on theirs (Fingal).

- *Raising awareness at management level.* The training of senior management was identified across all four LAs as particularly successful in raising awareness and facilitating initial engagement of senior management in integration issues.

- *Raising awareness through Work Placements.* The work placements had created 'positive vibes' in the LA, with the individuals providing enthusiasm and visibility, and developing direct and positive contact between people with differing backgrounds.

'*When we sat down together, we generated a lot of discussion and learning from each other. This was important for us, as all sorts of hidden factors came out and shortened the learning time for many of us who had limited previous involvement*' (LA rep)

'*The fact that the (senior management) training happened at all, the fact they put the time into this,[the training] raised awareness and put issues of integration on the table in a direct manner*'. (LA rep)

'*The work placement gave a visibility to new communities and when people in a Local Authority see this visibility they have to take note and this brings their awareness to a higher plane and they have to do something about it. They can't just ignore it anymore*' (LA rep)

'*We wanted to get the direct voice of the people themselves to the table. It (The Forum) needed a lot of support from the Council but it worked really well, as there were so many communities. I am not quite sure if they will survive on their own yet as they still need strong support and we are aware that this brings time and costs to Councils. But they are really important.*' (LA rep)

(b) From the staff viewpoint

❑ *The establishment and development of the Integration Forums.* While one of the Forums, Fingal, had been established prior to the project's existence, three were established and developed during the lifetime of the project. Considerable support work was undertaken by project staff and this positively impacted the development of the Forums, which appeared to move from 'rickety beginnings' to structured operations recognised by the LAs as part of the consultation process. In the case of Fingal there is now funding for migrant groups through the Forum and a paid employee, through Tús, to assist in its development. The Forums themselves were seen to be taking more responsibility themselves, with the LAs 'making a shift' to relate to the Forums on migrant issues. The Forums were seen to bring new communities together with LAs '*in a new spirit of co-operation*' and '*opened doors to real possibilities of participation*'.

❑ *Work Placements.* While these were successful in themselves for the individuals involved, they were identified across the board as successful in terms of their impact in the workplace.

> '*Despite all the talk about diversity in the workplace, there are limited opportunities to make this a reality. The work placements really built knowledge and awareness in the LAs. For the first time they really* **engaged** *with ethnic minorities*'
>
> '*The work placements have made changes in the positive image African people are now viewed. There has been a change of attitude and perception and that migrants are skilled and educated and intelligent. Immigrants are now more valued as employees*' (Staff)

❑ *Intercultural Liaison Volunteers* (ILVs). This was seen to be the most innovative component of the project, and while still in its infancy, was viewed as a successful project component. The development of ILV pilot programmes in two LA areas, South Dublin and Fingal were seen to be particularly successful. This was borne out through the direct session with the ILVs themselves, with active ILVs strongly emphasising that this component, given the right people, and building their capacity as intermediaries, was an important and potentially very strong project component.

> '*The ILVs have been surprisingly successful. They have a lot of potential for the future in supporting local communities. They have provided a framework from which LAs and communities can deliver integration at local level. They have been a good mechanism for identifying conflict situations. They are sustainable if connected to both LA structures and Integration Forums*'

❑ *LA senior management training.* Focusing on those who were not directly involved in integration issues, and who were key decision makers in LAs, this training was identified as a particularly successful component of the projects work.

> '*They came away feeling positive. Somehow the penny dropped through the training. Before the training there was a sense that 'this is not my area' and the training moved people away from this and got people to take part in integration issues*'

❑ *Improved relationships and representation between new communities and LAs.* Through combined project components Forums, ILVs and work placement - new strong relationships of trust had been successfully established, with the result that new communities had more and easier access to LAs and their services. *'Now new communities can call on someone in*

the LA. Three years ago there was nothing like this'. While in its infancy, the beginning of formal direct representation in LA committee structure e.g. the Social Inclusion Measures Committee and others were identified as a successful project outcome. Moving from not being recognised at all, to being recognised through other community structures such as the Voluntary Pillar, new communities are now independently represented on various committee structures e.g. Development Board, Leader Partnership and Social Inclusion Measures Committees.

> '*New communities are now consistently consulted and the Integration Forums are now the migrant voice around the table. This has massive possibilities for the future'*

❑ *Recognition of resource allocation.* That each of the LAs has now identified a small fund for the support of the Integration Forums was identified as a success in terms of LA recognition and understanding that integration measures require resource allocation. '*The LAs now recognise that people can't come up with their own resources to fund the Forums e.g. meeting places, refreshments, transport, childcare. Now when the LAs are making up their general budgets they include one for the Integration Forums'.*

❑ *The working across all four LAs and their strong commitment to the project.* The common and co-ordinated approach across the four LAs was identified as a positive project outcome by staff. The commitment at project Steering Group level and within individual LAs to bring senior staff and politicians into integration training and discussion was also identified as a positive project outcome.

(c) From the Integration Forums' viewpoint
❑ *The setting up, structuring and developing of functioning Integration Forums* was identified as the biggest success for Forum members. As previously indicated, Fingal Ethnic Network was formally launched in 2008, Dún Laoghaire Rathdown Migrant Integration Forum formed in 2009 and was formally launched during the life of the European Integration Fund Project while those in the remaining two LA areas developed as a result of the Project. Developing structures involved agreeing Strategic Plans and appointing formal officers as well as drawing up constitutions. Dún Laoghaire Rathdown Forum attracted the Minister of State for Integration at the time, Mary White TD, to launch the Forum.

> '*Being able to stand as a Forum and link with others and beginning to recognise the power of our own direct voice was very powerful' (Forum rep)*
>
> '*The Forums have been a great opportunity to link people up, to look for long term results but we need to see we are trying to break a big rock. At the moment our voice is very low and far away and it's taking a long time. But if we engage we will make a difference. Our hopes are that the LAs will say 'Let us make room for them' (LA rep)*

❑ *Active and positive collaboration and relationship building with LAs.* The engagement with LA staff through the formalised structures of the Forum led to strong relationships of trust from Forum members. Forum members indicated the success, goodwill and positive experiences of working together with LA staff.

❑ *Engagement with representative LA structures.* The Forums were increasing their formal representative role within LA structures and identified this as a particular success.

❑ *Accessing resources and supports.* For one Forum in particular, Fingal, the accessing of Tús funding for a support worker was a particular success; this followed many years of seeking such supports.

(d) From the Intercultural Liaison Volunteer's viewpoint
As indicated above, in the final evaluation session for ILVs, there were five experienced ILVs in attendance, with a further 7 people recently undertaking the ILV training (March 2013) but who had had no further follow up, making it challenging to undertake a full evaluation of the ILV project component. The latter were asked to comment on the training and the former on overall successes and challenges.

❑ *The ILV training* offered opportunities for third country nationals to network and learn from each other. The ILV training was broadly deemed to be successful but was also identified as having a high level of challenges for participants. No evaluation data from training was available.

❑ *Awareness raising in Local Authorities.* ILVs indicated that there had been substantial increases in the awareness of the issues faced by migrants in their areas since engaging with the ILVs. *'The ILV mechanism has provided an opportunity for the Council to understand what people in their area are going through'*

❑ *Migrant voices being expressed and heard. Creation of links between individuals and communities with the Council.* The mechanism of the ILV has enabled the direct voices of migrants in the community to be heard by the LA. The position has brought people in new communities together in a way they had not before, and has made concrete links with officials in the LA for individuals and communities. The mechanism has allowed migrant participation, points migrants in the right direction, and gives the right information in terms of their needs relating to local council services. '*ILVs have provided a space for the recognition by officials of the migrant voice'*

3.2 Challenges for the Project

3.2.1. Overall analysis
The mainstreaming of integration within such a short time-span was one of the main challenges for the project, as was the accessing of personnel and resources to facilitate the levels of support required to deliver, in particular, effective Integration Forums and the Intercultural Liaison Volunteer component. Developing effective representation and active Forum membership were also key challenges.

3.2.2 Key Challenges.

(a) From the Local Authorities viewpoint
❑ *Mainstreaming of integration.* Local Authorities faced a number of challenges relating to the mainstreaming of integration into their policy and practice. Not least of these was the current restructuring of local government. Changes of key staff committed to issues of integration exacerbated an already changing environment. Commitment and leadership at senior levels linked strongly into the development of mainstream integration.

> *A lot of our role has been convincing other people in the Council that this (integration measures) needs to be done. When we convince them they are more than willing but it takes consistent effort to do this. You have to stick with it. It's important to have someone around the council who knows the council and who can generate goodwill'*

❑ *Funding.* Access to funding to support the various ideas and initiatives of the new communities was seen to be a challenge, but critical to long-term success of integrations initiatives.

(b) From the staff viewpoint

❑ *Work placements and trade union issues.* While successful where they occurred, considerable time allocation had to be made to trade union issues concerning the appointment of individuals for the work placements.

❑ *Recruitment and resourcing of Intercultural Liaison Volunteers.* While adequate numbers applied for the ILV training, many of these did not move on to becoming active ILVs. Their resourcing for expenses in particular was problematical, with high expectations from the LA once the initiative was seen to be supportive to LA services but not matched by basic resources e.g. telephone credits, transport costs outside official meetings.

> *'ILVs are really a project on their own. It requires time with the right people and the right skills and attitude to make it a success. It has needed a lot of support to develop. The role has not always been clear for them or the project. We refined it along the way and it needed much greater supports than were available. As a model it **does** work but it took a lot of time to find the right people to make it work. The process has to be monitored and supported all the time. It may take another 2 years for people to be able to operate independently' (Staff)*

❑ *Breadth of the project with limited resources.* The initial project proposal did not adequately budget for the level of supports required to deliver the main projects components qualitatively and it therefore experienced challenges in delivering the breadth of supports required for effective development. The Integration Forums, the Intercultural Liaison Volunteers and the Work Placements, as well as all the additional requests that were not project related, all required substantially more supports than was available within limited project resources. The original project proposal included more staffing resources. Additionally as the recession impacted, LAs did not have access to budgets which had been available to support the work.

❑ *Impact at level of individuals.* There were high expectations that more impact and change would be made across all aspects of LA structures and this was not a substantial project outcome. This expectation was likely, however, to have been too high and could not have been accomplished within such a short project timeframe.

❑ *Changes in LA staff. Flexibility of LA staff. Different structures across LAs.* This was particularly challenging when relationships and contacts had been built up with supportive and committed individuals, '*This has been challenging and has huge impact on sustaining the work of integration'.* The mismatch between the availability of time from LA staff and Integration Forum members was also identified as challenging, with staff operating generally within normal working hours, and Forum members not being available during daytime hours. Different structures in operation within different LAs were also challenging for the project,

which meant it was not possible to copy approaches across the four LAs. This particularly impacted on developing and sharing knowledge for ILVs and Integration Forum members.

❑ *Involvement of women.* Having limited access to expenses, including for childcare, particularly impacted on the involvement of women. Informal expenses, for example child minding in the evening by a family member or friend, were ineligible for funding under Pobal's financial rules. As many Forum meetings were in the evenings and at the weekend when crèches are not open and, in any case, crèches do not offer places on a 'drop-in' basis, this was one of the strong barriers to women's participation.

It was challenging for the project to involve migrant women in the formal structures and project components. The NCP therefore established a Women's Space, initially for women interested in involvement in the Integration Forums, and more recently extended to any migrant woman wishing for more involvement in the project and the NCP.

❑ *Engaging the Justice Department with voter rights.* This was challenging for the project, with the Department of Justice unable to include the poster when posting passports to new citizens. The project sought different ways to meet this target and this was successfully achieved in the final project stage.

(c) From the Forums viewpoint

❑ *Resourcing.* This was identified as the primary factor which fundamentally challenged the effective operation of three of the Forums. Having slowly developed from informal meetings to more structured entities, the Forums were keenly aware of the limitations of their functioning without resourcing. Dún Laoghaire Rathdown Migrant Integration Forum indicated they were ready to use a dedicated office space while South Dublin Migrant Integration Forum identified the need for access to grants for events.

> '*The recession has compounded everything. There used to be grants to run things; these have now next to stopped. This doesn't motivate the members. We still need costs for car parking, childcare, bus fare. It's difficult to keep going all the time*'

❑ *The development of active, committed and consistent membership.* Active participation and developing an understanding of the role and the functioning of the Forum was identified as an ongoing challenge, though all noted the huge development in consistency and regularisation since the early days of their establishment. This connected with their identified need to develop improved communication channels among the various new communities groups in their area.

> '*We are not really yet known by the people in the county. We need to get information on websites, with local NGOs. We also need to be more widely recognised by different LA departments, not just the Integration staff and with local decision makers and institutions*' *(Forum rep)*
>
> *Broadly we should recognise we are right at the beginning and need to be realistic. We also still have a lot to learn. We want to see things happen too quickly and then we give up when they don't. Our own weakness is how we sometimes run the Forum. If someone from the outside came in they would wonder what was happening. We need to run our own organisation better*' *(Forum rep)*

❑ *Developing effective representation.* While Forum members had successfully sought formal representation, they were conscious that it was challenging to develop this into an effective 2-way process. This also connected with the challenge of impacting on the community itself in the area, and being fully aware of what was happening with the diverse communities in different areas.

> *'Taking a representative role through the Forum is difficult. How do you really represent at the Board? There are a lot of people there. You can get frustrated and angry. You are not sure if your voice is heard as much as say a teacher at the table' (Forum rep)*
>
> *For some of the time there is the question of whether the Councils are taking us as 'tokens'. Is having us at the table just a 'tick-box' for the LA?' (Forum rep)*

❑ *Developing broader connections in LAs.* A number of Forums wanted to move beyond the 'Community' or the 'Integration/Social Inclusion' sections of the Council but found this challenging. '*It's not easy to work within the Council beyond the community section e.g. to work with housing. You are kept with the one department'*.

(d) From the Intercultural Liaison Volunteers viewpoint
❑ *Clarity of role.* Clarity of the boundaries of the role of ILV was identified as the greatest challenge. Experienced ILVs had become very clear about these boundaries, but discussion elicited very different views as to the key components of this role i.e. should it be resolving issues or should it be bringing issues to the attention of appropriate agencies for resolution. Those attending the evaluation session that had completed the training earlier in 2013 were clear about the parameters of the role.

❑ *ILV Training.* While this appeared to be successful as far as it went, the majority of those attending the final evaluation strongly indicated its limitations, particularly in terms of role clarification and LA data. There was a sense that the training needed to '*go to a different, higher level'*, involving more details on LA structures and operations. However without any overall evaluation data it is not possible to have an accurate overview.

❑ *Follow up.* Those who undertook the ILV training in March 2013 had not received further contact to develop their role. They had been told that that the training would be followed up by links with LA and other training, but no further follow up had taken place in the three months since training completion. This was challenging for those interested in further developing their role as an ILV.

❑ *Potential abuse and danger in the role.* Experienced ILVs identified that the ILV themselves could potentially become a target of abuse, potentially by both migrant and Irish communities. ILVs found that issues could get 'out of hand' and open them to abuse as the person in the middle and because the role can be misunderstood.

> *'We do get some abuse from TCNs because of frustration and injustice'* (ILV)
>
> *'The ILV ... are seen to be the people who will sort out the problems so they can be made a target. We need to be able to work with them in the same way as we do other community volunteers. We need to develop the role away from someone who solves all the problems. It might be wise to link into local volunteer bureaus and train them up in the same way other volunteers are and this way they will be integrated into mainstream structures; it would be safer that way' (LA rep)*

❑ *Expectations too high*. As a voluntary role, ILVs were challenged by the high expectation of them, both from migrant communities and the LAs. There was an expectation that this was a full time role and the ILV should have substantial time to allocate to the role. Accessing funding to support the expenses of the role was also identified as a challenge, as were the supports of '*knowing where to go'* when the ILV had issues he/she wanted to discuss further.

❑ *Getting people to have confidence in the role of the ILV*. Because of experiences of racism, ILVs were challenged by migrant communities' own protection mechanism of '*putting up the shutters'* and the role took time to get people to '*open up and have the confidence to talk'*. Additionally for some ILVs, particularly those not living directly in the area of ILV operation, it was challenging to access third country nationals. Those most successfully accessing local communities appeared to be those living in the area and active prior to taking up the role of the ILV.

3.3 Critical Issues for Future Success

3.3.1. Overall analysis

There was considerable learning from the experience of the project to inform the development of integration of new communities in Ireland, particularly relating to Local Authority services and the promotion of civic participation. These key learnings are outlined below. Most critical was the need for on-going resourcing to develop a model for integration as promoted by the project – the combination of migrant-led Integration Forums, the promotion of work experience, the development of an Intercultural Liaison Volunteer service and the co-ordinated engagement of Local Authority personnel across the Dublin region.

3.3.2. Critical Issues for future success

A range of specific areas were identified as critical to the future success of integration work within the context of local government.

❑ *Importance of Local Authorities working collaboratively*, developing partnerships of interest, and not working on integration issues in isolation from each other. This would ensure a consistency of approach while at the same time allowing for each Local Authority to respond to the interests and needs of its own area.

❑ *Good working relationships between LA personnel and new communities* living or working in their areas. Spending time on the part of both Local Authority personnel and members of different new community groups to build strong relationships of mutual interest was seen as critical to the long term understanding and integration of new communities.

❑ *Policy and strategy development*. The development of integration at any substantive level requires the development, agreement and actioning of Integration Policy, Strategy and Action Plans.

❑ *Raising awareness in Local Authorities*. This was seen to be critical to the future development and success of integration policy and practice that this is more developed, structured and followed through with commitment at senior levels. There was a strong

recognition that there needed to have been more follow up with senior management on the completion of their training; this was not built into the project plan and a strategic opportunity to embed integration issues into key decision-making forums may have been lost. The project recognised the critical component of having high-level support within the Council and buy-in at leadership levels.

❑ *Political leadership and executive ownership* within LA structures, backed up by national policy and strategy, was identified as critical to future success.

❑ *Resourcing.* Both new communities and Local Authority personnel being able to access small funding to support various initiatives was identified as critical to further success of integration initiatives. All Integration Forums identified the critical need to access resources to fund support costs and employ personnel. There was also a critical need for more staff resourcing and stakeholder involvement at Local Authority level to make community initiative a viable entity.

❑ *Recognition by the new communities of the progress that is being made* by local government. There was a view that, at times, new communities sought more immediate change than Local Authorities were able to deliver, and that the progress that was made was not fully recognised.

> *It is important for the new communities to recognise what the LAs **are** doing and to tell them the good stuff and not just the bad stuff' (LA rep)*
>
> '*Have normal expectations. Don't have massive expectations of what can be achieved. If the Forums try to do things too fast nothing will happen and also the Forums need to realise the Council official will only have a certain amount of time so its needs to respect that time and how best it can use the officials time and not waste a lot of time at the beginning of meetings''* (LA rep)

❑ *Recognition that integration work is a slow process.* It is critical that adequate staff and resources are allocated to the development of the Integration Forums and the ILV initiative if these are to be developed further into effective and operational entities. This has resource implications. '*We have to recognise this work is not easy. It takes time, dedication and sacrifice. It's also complex and we need more training, structure and more support from the Council'* (Forum member). However, alongside this there was also a need by new communities to see some visible impact.

❑ *Flexibility/availability of LA staff.* It is desirable to have flexible communication arrangements between new communities and LA staff. This was particularly relevant for the development of Integration Forums.

❑ *Reorganisation of LAs and direct representation.* It is critical that new communities engage in the new structures and seek direct representation, with the Integration Forums as a structure through which to do this.

❑ *Importance of continuing to bring new communities together and develop their own direct capacity to represent themselves in LA structures.* There was a strong recognition that the new communities needed to engage civically and politically, and pursue integration. There

was also a strong case for the development of increased visibility and networking of the Forums in new community groupings.

- *Intercultural Liaison Volunteers* identified a number of critical issues for the future success of this project component. These included: (i) *joint training between the ILVs and the LAs* so that each can learn from each other and learn more about the working of the LA; (ii) *easier access to LA liaison officers* and Councils to create friendlier environments for new communities; (iii) *clearer definition of the role of ILV* and the development of a clearer identity; (iv) ongoing *training, support and general expenses reimbursement*; (v) increased awareness-raising among LA Housing Departments and (viii) availability of *language training* for new communities if integration is to become a reality.

- *Language barriers and limited employment opportunities* were consistently identified as key barriers to integration by those involved In Forums and the ILV initiative. While there are limited opportunities in the current economic climate to offer employment opportunities, finding ways to continue the work placement programme will be critical to long-term integration. Supports to local English language training is also critical for integration, so that supporting such initiatives within VEC or other local education providers will actively promote civic participation and enable more communities to engage in Forums and other representative structures.

3.4 Meeting its Aims and Objectives

3.4.1. Main Aim:
The overall aim of the project was:

> **Promoting the Civic Participation of Third Country Nationals through Involvement in and the development of appropriate Local Authority Platforms and Structures.**

Meeting the Main Aim
There was strong data to suggest that the project met its main aim and began a structured and positive process that promoted the civic participation of new communities and developed structures that promoted their participation with Local Authorities in the Dublin region. However while promoting that participation, there was also a strong recognition that the project timeframe only allowed for the beginning of a model of integration and participation to develop.

Unanimously, staff and LA representatives indicated in the final evaluation that the combination of the project components – Integration Forums, Intercultural Liaison Volunteers, work placements, the structured input of the LAs through the Steering group – resulted in the delivery of the main aim. There was strong data to support this view.

There were differing views on whether the project was overambitious and while broadly both project staff and LA representatives were of the view it wasn't, other data suggested the levels of supports and funding required by two main project components – the Integration Forums and the ILV service – required more supports than the project had originally envisaged. There were also areas where the project identified follow up activities (e.g. to senior management training), that, had it the resources and scope to carry them out, could have deepened the impact. However, these did not take away from the main project outcomes.

.

3.4.2. Project objectives

The project had 5 objectives:

Objective 1	Promote Political & Civic Participation
Objective 2	Develop Models of Mediation
Objective 3	Deliver Workplace Opportunities
Objective 4	Develop Mechanism for Third Country Nationals Participation and Provide Capacity Building and Improve Cultural Competence
Objective 5	Mainstreaming and evaluation

Overall analysis

Overall the Project met or part met most of the *quantitative* components of its objectives. It promoted civic participation, it developed models of mediation through the Intercultural Liaison Volunteers initiative, it delivered workplace opportunities, it developed mechanisms for participation and provided training in cultural competence, and it began a process of mainstreaming integration within Local Authority structures.

In terms of meeting its *qualitative* objectives, the project moved some way towards the majority of its targets, and met or part met these with data insufficient to make an assessment in some areas. Its main qualitative objective was to mainstream and embed all project objectives into LA structures and while the delivery of the project components and the commitment of Project Steering Group in particular moved it towards this objective, data broadly suggested that while positive beginnings had been made, full mainstreaming and embedding participation of third country nationals in Local Authority platforms and structures had some way to go and needed to be viewed as a long term objective.

Objective 1 - *Promote Political & Civic Participation*

Overall analysis:

The primary focus of this objective was to deliver training in political and cultural awareness of Irish society to TCNs and to provide voter information to new Irish Citizens at Citizenship Ceremonies.

The project primarily met its *quantitative* targets under Objective 1 through the delivery of 4 sets of training for third country nationals, one in each LA area; the production of a 'Beginner's Guide to the Republic of Ireland' booklet outlining, in brief, Irish culture, history and politics based on training content; and designed and printed voter registration leaflets. The latter are to be distributed by the Department of Justice and Equality to new Irish citizens from July 2013.

In terms of its *qualitative* targets, while data was limited in terms of developing increased awareness of Irish political systems, what data was available indicated that the TCNs had their awareness raised substantially. Circumstances beyond the control of the project impacted on the second qualitative target to increase the availability of information on voter registration for new Irish citizens.

Outputs

Summary Outputs
❑ 4 workshops on Irish political systems and culture for third country nationals, one in each LA area. 68 participants.
❑ Handbook on Irish political systems and culture, based on training course content.
❑ 10,000 leaflets on voter registration printed and part distributed

Detailed actions and outputs under this objective were as follows:

Action	Output	Targets
❑ *Design and deliver 4 half day workshops on Irish political systems and culture to third country nationals for 50 TCNs of whom 50% would be women and youth* ❑ *Production of Handbook of training content*	❑ 4 workshops delivered, one in each LA area. 68 participants. 48% women. 14% youth. ❑ Handbook on Irish political systems and culture produced	**Target met**
❑ *Design and distribute the poster promoting voter registrations as part of naturalisation process.*	❑ Leaflet designed and 10,000 printed. 5000 distributed to Citizenship section of Irish Nationalisation and Immigration Service for distribution in Citizenship Packs in July 2013. Informal distribution at Citizenship ceremonies in Dublin in 2012 and 2011. ❑ Department of Justice & Equality will include leaflets in Citizenship ceremonies from July 2013.	**Target met**

Comment on outputs:
The quantitative targets for Objective 1 were fully met. There were issues throughout the timeframe relating to the distribution of the voter leaflets to new Irish citizens, and this target has only been fully agreed by the Department of Justice and Equality in the final project months. The latter is therefore a huge achievement.

Outcomes

The summary outcomes for this objective identified in the Monitoring Report included:
❑ Improved awareness of third country nationals of Irish political systems, history and norms, rights and responsibilities
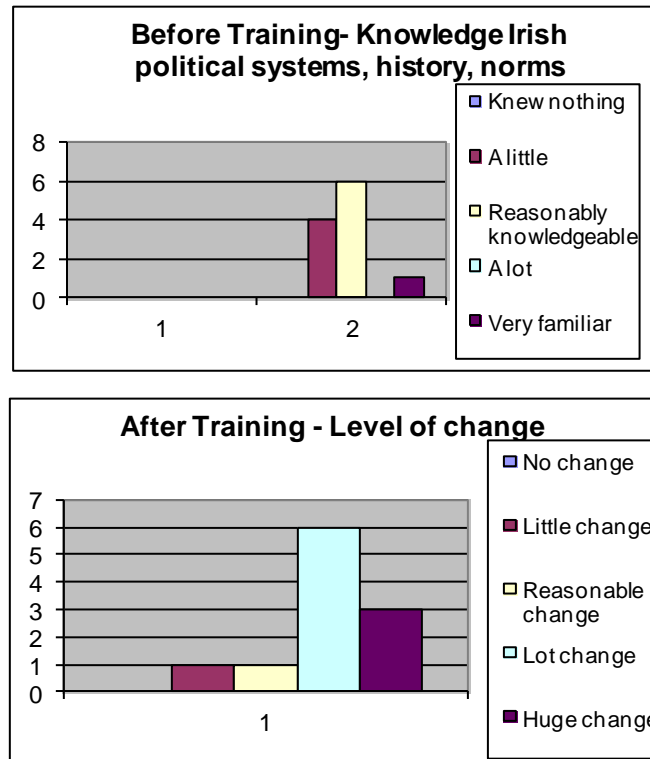❑ Increased availability of voter registration for third country nationals

Meeting the expected outcomes
❑ *Improved awareness of third country nationals of Irish political systems, history and norms, rights and responsibilities Improved awareness*

Evaluation data was available for three of the training programmes, however, two did not contain any impact data in terms of the above project outcome. If data from 11 participants

from the third training is indicative of the experience of the other trainings, it is reasonable to suggest there were substantial increases in the awareness of TCNs in terms of Irish political systems, history and norms, as the two graphs below indicate.

Target: **Extent to which target met unknown, but likely to have been part met.**

Before Training- Knowledge Irish political systems, history, norms

Legend:
- Knew nothing
- A little
- Reasonably knowledgeable
- A lot
- Very familiar

After Training - Level of change

Legend:
- No change
- Little change
- Reasonable change
- Lot change
- Huge change

❑ *Increased availability of voter registration for third country nationals*
There were substantial challenges for the project in seeking agreement that data on voter registration should be included in new Citizenship ceremony packs, and hence data indicated voter information was not substantially available to TCNs during the project cycle, though it was informally distributed at Citizenship ceremonies in Dublin in 2011 and 2012. Request to the Department of the Foreign Affairs to include the information in Passport Packs received a refusal in 2011. The newly agreed formal action by the Department of Justice and Equality to distribute the information in Citizenship Packs from July 2013 onwards will result in the mainstreaming of voter information for all new future Irish citizens across the country. **Target: Met.**

Objective 2 - *Develop Models of Mediation*

Overall analysis

The primary focus of this objective was the development of a pilot programme of Intercultural Liaison Volunteers who would develop a mediation service among new communities, indigenous communities and local government in each of the 4 LA areas.

The project part met its main *quantitative* targets under this objective. It delivered three sets of Intercultural Liaison Volunteer (ILV) training in three LA areas and delivered pilot projects in 2 of the 4 LA areas (Fingal and South Dublin) with a third competing ILV training in the final months of the project (Dublin City).

In terms of its *qualitative* targets, as indicated in 2.3.4 above, there were serious limitations to the data collected due to the unexpected composition of the group evaluation session with ILVs, the majority of these in attendance not active ILVs. Data therefore needs to be viewed with some caution. Data broadly indicated that qualitative targets were part met, with ILVs indicating their own skills and communication with local communities and LAs increased, but with less success in qualitative targets particularly relating to those relating to levels of increased awareness by LAs.

> *The system of ILVs didn't exist before the programme. Now we have representations in discussions and in the structures' (Staff)*

Outputs

> ### Summary Outputs:
> - ❑ 3 training courses for Intercultural Liaison Volunteers in 3 LA areas. 25 participants
> - ❑ Delivery of pilot ILV projects in 2 LA areas – Fingal and South Dublin County, with a third commencing in 2013, Dublin City.
> - ❑ 10 active ILVs

Detailed actions and outputs under this objective were as follows:

Action	Output	Targets
Originally: design and delivery of 4 trainings for Intercultural liaison Volunteers for 20 people of whom 50% will be women. Agreed with Pobal new target: 3 LA areas.	3 training courses completed with 25 participants across 3 LAs. Overall 52% women and 12% youth	**Target met**. One LA (Dún Laoghaire-Rathdown) decided not to be included in this project component.
Original target: Delivery of pilot ILV projects in 4 LA areas with 15 people taking on role of ILV in each LA - 60. Target amended to 3 LA areas.	10 ILVs active in 2 LAs (South Dublin and Fingal).	**Target part met**[4]

Comment on outputs

There was no evaluation data for any of the ILV training so that it was not possible to evaluate the quality of the training in relation to the qualitative targets. Due to the fragmented nature of the group evaluation session with ILVs it was not possible to develop any in depth sense as to the level engagement of ILVs in the areas where they operated, except in the case of five ILVs, 4 of whom volunteered in Fingal and one in South Dublin.

---

[4] The development of the ILV pilot in Dublin City Council is ongoing until the project end in August 2013.

Outcomes

The summary outcomes for this objective identified in the Monitoring Report included:

❑ Channels of communication between LAs and ILV are created. Improved communication between ILVs and LAs
❑ Improved understanding of LA roles and procedures in housing departments
❑ ILV equipped with skills in cross-cultural communication.
❑ Increased access to LA housing departments
❑ Greater understanding on part of LAs of key issues for TCNs in relation to housing
❑ Enhanced service provision
❑ Improved communication between TCNs and local communities

Meeting the expected outcomes

While 10 participants to the ILV evaluation session completed short questionnaires relating to the expected project outcomes, the data needs to be viewed with caution for the reasons outlined above. In particular a number of the 10 may have completed the ILV training and no follow up had taken place[5].

❑ *Channels of communication between LAs and ILV are created. Improved communication between ILVs and LAs*
Of the 8 people in the ILV evaluation session who commented on the degree to which channels of communication and been opened up for ILVs, 4 indicated they had not been established at all (50%) with a further four indicating between a *little* and a *fair* amount. Discussions elicited that it could be broadly said that where the ILV pilot had developed at any substantial level, communication channels had opened, but this was not the experience of the majority of ILVs contributing to the final evaluation. Monitoring data indicated that in Fingal meetings had been held in Swords, Balbriggan and Blanchardstown between community officers and ILVs with a series of actions planned to follow up. In South Dublin monitoring data indicated ILVs were participating in residents associations and local policing forums in Balgaddy and Fettercairn and meetings held between ASBO officers and ILVs in Balgaddy, Neilstown and Fettercairn, with a series of actions planned as follow up. In Dublin City, New Communities Partnership met with Integration officials to discuss the way forward and agreed on joint meetings between ILVs and DCC Integration officials and community officers. **Target: Part met**.

❑ *Improved understanding of LA roles and procedures in housing departments. Increased access to LA housing departments*
Initial project targets for ILV intervention focused on housing departments. However as the pilots developed, the ILVs found that housing departments were just one of the many departments/sections and services which were relevant to the ILV role, and increasingly other areas became more relevant than housing. Project targets for housing therefore became less relevant and were adapted as appropriate to the needs on the ground. In terms therefore, of increased understanding of how LAs work, of the 7 who replied to this question 4 had little or no understanding and three had a 'fair amount' of understanding of the LAs work. Again this is likely to indicate that, as ILVs gained experience, their knowledge increased, but this did not appear to be as a result of the training. Staff indicated varying levels of access to LA Housing departments from '*none'* to '*a lot'*. **Target: part met.**
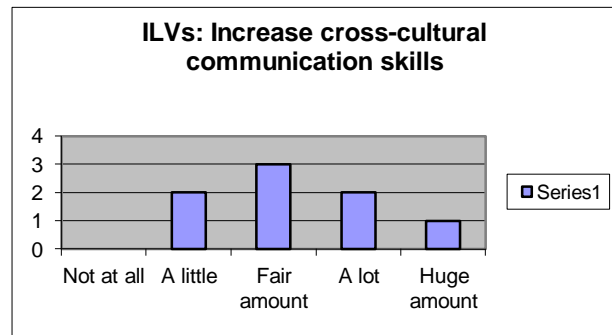
---

[5] Data does not always add to 10 as not all completed every question. Those at the session who were not ILV's were asked not to complete any of the written data; however there was no guarantee that this was fully adhered to.

> *'The ILV system is only gearing up now. It took a long time to set up. It's only now beginning to play a role and now is engaging increasingly in community policing and with the Gardai'*
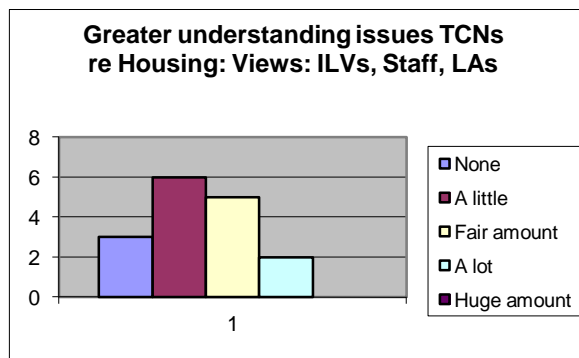> (Staff)
>
> '*We got some very good leaders through the ILV training. We had the structures in place in the LA to fit it in and all we had to do was to find a way it would fit in with the structures already in place. We are now trying to integrate the ILV work in with other structures. It will then seem a 'normal' thing to do. It's also a better use of resources than setting up a separate structure'* (LA rep)

❑ *ILV equipped with skills in cross-cultural communication.*

Eight of responses to the ILV questionnaire indicated a high increase in their cross communisation skills, with 6 of the 8 indicating from a 'fair' to 'a huge amount'. Only 2 indicated 'a little', as the graph indicates. **Target: met**

ILVs: Increase cross-cultural communication skills

❑ *Greater understanding on part of LAs of key issues for TCNs in relation to housing*

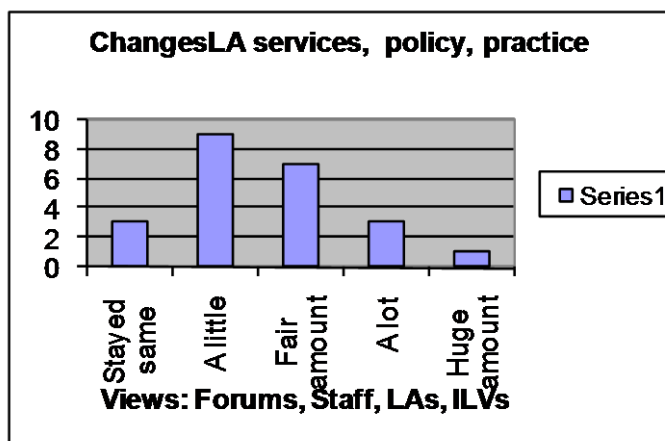**Greater understanding issues TCNs re Housing: Views: ILVs, Staff, LAs**

All eight of the ILVs rated this in the lower regions with 6 at 'same level' or a 'little' increase. Two rated this at a 'fair amount'. All four of the LAs themselves rated this increase at 'A little', thus concurring broadly with the views of the ILVs. Discussion with ILVs elicited that participants had answered this question more broadly than housing departments, and were generally of the view that the process of LAs understanding issues for TCNs in their areas was at very early stages of development. However, as previously indicated, experienced ILVs had seen positive changes in understanding among individual Council staff. Staff views similarly varied across the spectrum from '*None'* to 'A *lot'*. Overall data therefore suggests that there were differing levels of increased awareness in different LA, but that some level of understanding in all LAs had developed as a result of engagement with the ILV initiative. **Target: Part met**.

❑ *Enhanced service provision*

There was limited data to suggest that the target of enhanced LA services had been met as a result of the ILV initiative. Of the 6 people who responded to the question on services, 3 (50%) indicated services were the same, while 3 indicted changes from 'a *little*; to 'a *fair* amount'. Discussion elicited that new structured recording of racist incidents in one area had been developed where an experienced ILV was volunteering. Of the 3 LAs who responded

to the question relating to changes in work practices or specific inclusion measures, one indicated a huge amount while 2 indicted a small amount of change, thus concurring with ILV viewpoint. **Target: Part met**

ChangesLA services, policy, practice

❏ *Improved communication between TCNs and local communities*
This expected outcome was met to a large degree with 5 of the 6 ILVs responding to this question rating improved communication between communities in their area from 'a fair amount' to a 'lot'. **Target: Met**

Objective 3 - *Deliver Workplace Opportunities.*

Overall analysis

The primary focus of this objective was to deliver 10-week work placement opportunities for new community members in all four LAs**.**

The project part met its *quantitative* targets under this objective. This was due to human resources and trade union issues that related to employment opportunities in local government and were, therefore, beyond the control of the project.

In terms of its *qualitative* targets the work placement increased TCNs' access to work opportunities through the placement itself though there was inadequate data to indicate work placements employment positions following the completion of the placement. Broadly, the work placements were viewed as a success by both the placements themselves and the LAs.

Outputs:

Summary outputs
❏ Work placement for 15 people across 4 LAs

Detailed actions and outputs under this objective were

Action	Output	Target
Original target: Delivery of 10-week work placements for 36 people in 4 LAs. Amended target: 15 placements across 4 LAs.	❑ Work placement for 15 people across 4 LAs – Dublin City (7), Fingal (4) South Dublin (1) and Dún Laoghaire Rathdown (3). 73% were women and 60% youth	❑ **Target met**
	❑ Work placement programme model (from SDCC) adopted by the other 3 LAs	❑ **Target part met**

Comment on outputs
The project experienced human resources and trade union issues in delivering the work placement targets, which in the original project proposal was 12 placements for 3-month duration; this was increased to 36 10-week placements and further amended to 15 10-weeks placements. The project therefore met its final quantitative targets. There were also differences in the number of work placements in the four LAs; this was due to South Dublin having a migrant work placement scheme already in place through its Social Inclusion Unit. Therefore the project funded 4 completed placements in Fingal, 7 in Dublin City, 1 in South Dublin and 3 in Dún Laoghaire Rathdown.

Outcomes

The summary outcomes for this objective identified in the Monitoring Report included:
❑ Increased access to work experience opportunities
❑ Assist in overcoming barriers to the labour market through relevant work experience, provision of references from credible Irish employers and increased confidence
❑ Mainstreaming across LAs of the South Dublin model of work placements for migrants.

Meeting the expected outcomes
As previously indicated there was no direct involvement of those engaged in work placement either in the midterm review or the final evaluation. All data is therefore taken from written internal documentation received from 9 work placements and supervisors in 2 LAs, Dublin City and South Dublin.

❑ *Increased access to work experience opportunities*
   This outcome was met in that the work placement did provide for work experience opportunities with credible employers. However while there was no full data on the position of the 15 placements following the completion of their work placements, Fingal reported that their four work placement had gained employment. One person certainly secured a Tús position with the Integration Forum in Fingal through Fingal CC. **Target: met**.

❑ *Assist in overcoming barriers to the labour market through relevant work experience, provision of references from credible Irish employers and increased confidence.*
   While evaluation data was available from 9 of the 15 placements (60%) in only one set of evaluation data involving 5 people was the question asked at what level the work placement increased confidence in looking for work in the Irish labour market. If the 5 people's response was indicative of all 15, there were high levels of confidence building, with the five indicating between '*a lot'* and '*hugely'*. Monitoring data also indicated all 15 candidates received references from LAs.

Evaluation data from placements strongly indicated they were made to feel welcome and integrated into the department, were well and supportively supervised, had no challenges of significance, with colleagues supportive and helpful.

> *Work Placement Participants' COMMENTS*
> *'I was given all imaginable support and direction from my supervisor'*
>
> *'I did not have any difficulties in my work placement because everyone in the office was willing to help me at all times, and all the information I needed was given to me'*
>
> *'I never worked in this country before so the placement gave me the insight to what to expect during my job search'*
>
> *'The colleagues were very helpful. I was taken through the routine of their daily schedule and they answered my questions honestly and this added great value to the time I spent with them'*
>
> *'One of my goals on this work placement was to improve my skills and experience and I am amazed how greatly that has improved'*

Supervisor evaluations were completed by 2 of the 4 LAs, Dublin City and South Dublin. The data is undated so it is not entirely clear whether it related to all 8 placements undertaken in the two LAs (7 in Dublin City and 1 in South Dublin). Overall data from supervisors is however very positive about the placement and its awareness-raising outcomes. In assessing the work placements' overall impact, the four LA representatives on the project Steering Group, of whom three responded to this question rated this impact as 'A *lot'* (2) or a '*huge* amount' (1). Staff also indicated the work placements promoted integration between a '*fair* amount' (1) and 'a *lot'* (2). In terms of overcoming barriers and accessing actual job opportunities, as indicated above, four of the applicants who participated in the scheme in South Dublin County Council have secured paid employment. **Target: Met**

> SUPERVISOR COMMENTS
> *'It's a chance to add different dimension to the team for a short time while it bucks everyone up to have someone observing them and learning from them'*
>
> *'I guess just the awareness of difference and how the work of the team was perceived by someone from the outside'*

> *'A good quality of people came forward and this was in the context of an embargo on recruitment. Council employees were surprised these people mixed well and were good workers, so they made real changes' (Staff)*

❑ *Mainstreaming across LAs of South Dublin model* of *migrant work placements*. The project rolled out the work placement programme based on the South Dublin County Council migrant's pilot scheme of work placements. **Target: Met**

Objective 4 - *Develop Mechanism for Third Country National's Participation, Provide Capacity Building and Improve Cultural Competence*

Overall analysis

The primary focus of this objective was to establish and support Integration Forums in each LA area and to delivery intercultural training to senior Local Authority staff and elected representatives.

The project met most of its *quantitative* targets under this objective, with the development of two new Integration Forums (Dublin City & South Dublin) and the support of two Forums already established (Dún Laoghaire & Fingal). It delivered training for all four Forums and, within all four LA areas, to senior managers and elected representatives with numerical targets being exceeded.

The project also primarily met the majority of its *qualitative* targets. There was evidence of more effective working of Integration Forums, increased representation, high levels of engagement by new community groups in Forums, TCNs brought closer to LA decision making structures and increased levels of awareness by LAs of the issues relating to social and political participation. While moving some way towards meeting these targets there were differing analysis as to the level of impact in many of these areas.

Outputs:

Summary outputs
- Two new Integration Forums established
- Four Forums supported, developed and structured
- Four training courses in effective representation for TCNs
- Four trainings in awareness raising training for senior management/elected representatives, one in each LA area
- Increased representation in formal LA structures

Detailed actions and outputs under this objective were:

Action	Output	Target
Develop and support 4 integration /migration forums within each LA with 2 new forums established and up to 10 TCN community groups engaged in each forum	- Two new Forums established, South Dublin in 2011 and Dublin City in 2013. - Two Forums already established (Fingal and Dún Laoghaire Rathdown in 2010) supported and developed - All four forums have in excess of 10 community groups as formal members; Fingal (17), Dún Laoghaire Rathdown (16), South Dublin (15) and Dublin City (34)	**Target met**
Deliver training for up to 60 TCNs on effective representation skills on LA decision making structures	4 training courses completed with 76 attendees of whom 36% were women and 14% youth	**Target met**

Support TCN representation on existing LA structures with up to 12 TCN become Forum representatives	❑ An overall assessment of representation was made by the project staff in early July 2013. This indicated representation on Policing Committees, Policy Committees and County Development Boards across all 4 LAs. South Dublin had representation on 8 Boards/Committees, 5 in Fingal and 1 each in Dublin City and Dún Laoghaire Rathdown.	**Target met**
Deliver 4 training sessions forkey decision makers in all 4 LAs, with up to 40 senior management/ elected representatives	❑ 4 trainings delivered; one in each LA area ❑ 42 senior staff, 13 elected representatives as well as 23 TCNs attended the training – 78 people ❑ 17 attended from Dún Laoghaire Rathdown, 8 from Dublin City, 16 from South Dublin, and 14 from Fingal.	**Target met**

Comment on outputs

The establishment and development of the Integration Forums took considerable time allocation on the part of all project staff and while the development of three of the Forums are still in their infancy, data suggested a good basis has been established. The levels of intensive support for those in representation roles was unknown and given that this was identified as a challenge by Forum representatives, it is reasonable to assume additional supports may have been required, and as previously indicated were not within the human resources of the NCP to deliver.

The training for senior LA staff and local representatives was broadly seen to be successful in raising awareness but data strongly indicated follow up with these groups would have offered excellent opportunities to embed integration at senior levels within all four LAs. There were inadequate resources within the project to undertake any substantive follow up.

Outcomes

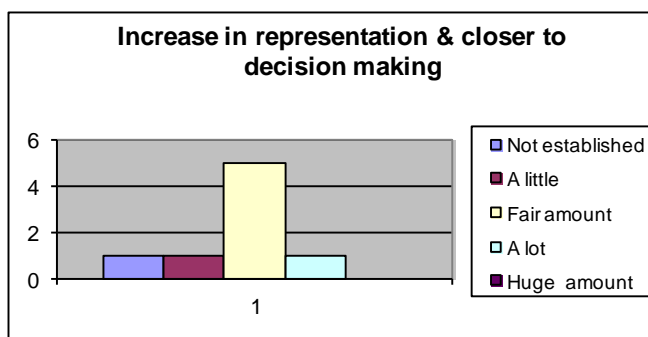*The summary outcomes for this objective identified in the Monitoring Report included:*

❑ 2 Forums working more effectively by meeting regularly and discussing issues of concern to the community
❑ TCNs are better represented in 2 LAs
❑ Increased visibility of Forums in local communities as a structure of representation
❑ TCNs empowered with specific skills to engage in policy making processes and practical realities of civic participation
❑ Representatives of ethnic minority communities participate in LA Forums and representation established as a natural activity
❑ TCN brought closer to decision making and service planning structures
❑ Key decision makers deepen their knowledge and understanding of the values of diversity, inclusion and participation of TCNs
❑ Greater awareness at senior levels of the need to be inclusive
❑ Increased level of commitment to social and political integration

Meeting the expected outcomes

❑ *2 Forums working more effectively by meeting regularly and discussing issues of concern to the community*
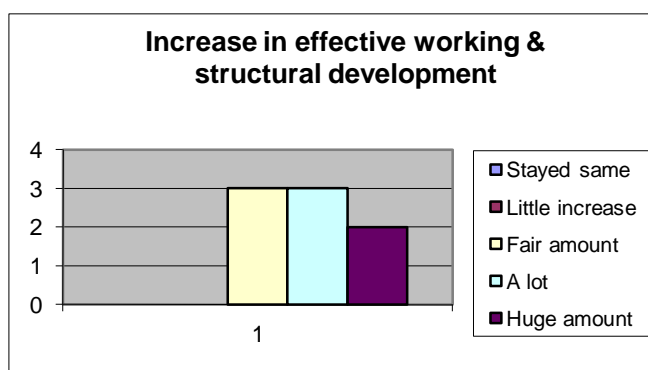Data strongly suggested this target was met. All four Forums agreed their Constitutions or Terms of Reference and appointed formal officers. Data from Forum minutes indicated structured meetings with a range of issues discussed. *South Dublin,* with its establishment in 2011, focused on the structuring of the Forum, planning its formal launch and then moving on to discuss representation and the planning of an Intercultural Open Day. *Dún Laoghaire Rathdown*, established in 2010, also spent time on discussions around structures, terms of reference, appointing officers, work plans and, funding, and moved on to discussing the Youth Parliament, Diversity Week, Community TV and effective representation. The *Fingal* Forum, formally established in 2008, and operational since 2005, as well as discussing organisational issues – strategic plan, workplan, finances, constitution, formal launch - moved on to discuss their Information Day, representation, website, ILVs, RTE documentary, St Patrick's Day Parade and local issues. The *Dublin City Forum,* established in 2012, as well as discussing organisational issues – terms of reference, election of officers, funding, membership, strategic plan – moved on to discuss a women's space, the Children's Referendum, website, community TV and effective representation. Data from graphs above from Integration Forum self assessment[6] of the increase of their effectiveness at the final evaluation meetings clearly indicated substantial change in the structured formation of the Forums. **Target: Met**

❑ *TCNs are better represented in 2 LAs. Representative of ethnic minority communities participate in LA Forums and representation established as a natural activity. TCN brought closer to decision making and service planning structures*

Increase in representation & closer to decision making

- Not established
- A little
- Fair amount
- A lot
- Huge amount

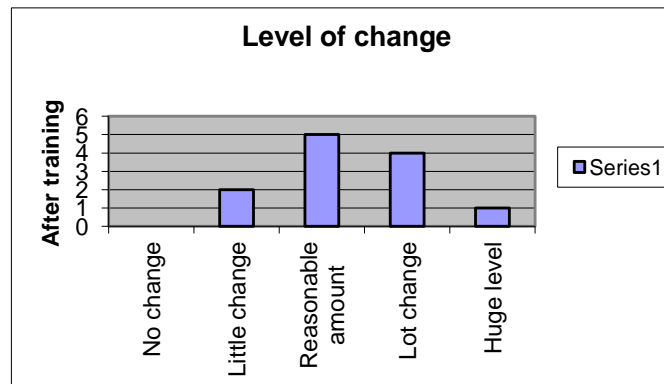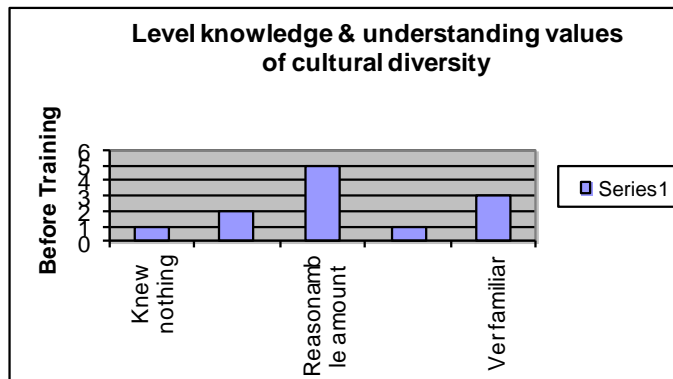❑ *Representation in LA structures*:
Representation in LA structures had increased, though there was no baseline data to make an entirely objective assessment, particularly in the context where 2 Forums had already been established prior to the project. However it would appear that there was a substantial increase in formal representation in two LAs in particular. An overall assessment of representation was made by the project staff in early July 2013. This indicated representation on Policing Committees, Policy Committees and County
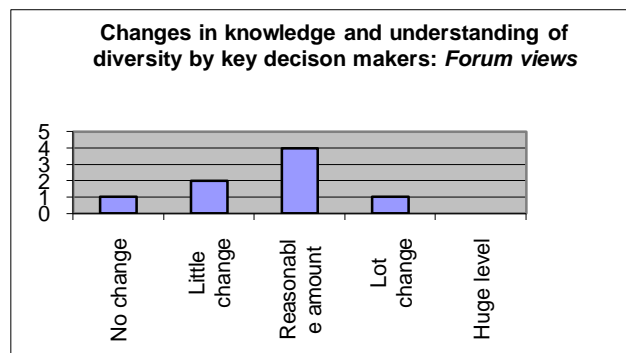

Increase in effective working & structural development

- Stayed same
- Little increase
- Fair amount
- A lot
- Huge amount

---

[6] Two people represented each Forum; each was asked to complete data. Not all completed all data.

Development Boards across all 4 LAs. As indicated above South Dublin had representation on 8 Boards/Committees, 5 in Fingal and 1 each in Dublin City and Dún Laoghaire Rathdown. Data from the Forum evaluation session indicated that Forums increasingly wished to move beyond communication and connection with 'Integration' and 'community' sections of LA operations. Overall however, as the graph from the Forum evaluation session suggests, Forums in the main were of the view that their representation and closeness to LA decision-making processes had increased a 'fair amount'. **Target: Met**

❑ *Representation of TCNs on Forums.* Monitoring data indicated substantial engagement of TCN organisations in all Integration Forums. Membership in Fingal constituted 17 groups, Dún Laoghaire Rathdown 16 groups, South Dublin 15 groups and Dublin City 34 groups. However representatives of the four Forums in the final evaluation indicated that regularised engagement with the work of the Forum suggested smaller numbers: Fingal 6, Dún Laoghaire Rathdown: 10-15; South Dublin 15, Dublin City 15-20. Forums indicated that developing increased active engagement and the development of better communication channels within communities were among the challenges they experienced. **Target: Met**

❑ *Increased visibility of Forums in local communities as a structure of representation*
There was limited data to suggest this target had been met at any substantive level. This is not uncommon in the context of the recent establishment of two of the Forums. Data outlined above suggested a high number of new community individuals and organisations engagement with Forums, but there is recognition that fuller engagement and visibility continues to be further developed. Forums indicated that their existence was not yet broadly known by local communities. *We are not yet known by the people in the county and we need to provide real support to migrant communities'* (Forum rep) **Target: part met**.

❑ *TCNs empowered with specific skills to engage in policy making processes and practical realities of civic participation*
Evaluation of training in effective representation did not include any impact data. There was therefore no overall data from the 76 people who attended the training relating to this project target. It was not therefore possible to evaluate the level to which Forum members were empowered with specific skills to engage in policy making. However of 22 (29%) returned session evaluations, participants found the training useful, and rated it generally highly. **Target: Unknown.**

❑ *Key decision makers deepen their knowledge and understanding of the values of diversity, inclusion and participation of TCNs. Greater awareness at senior levels of the need to be inclusive.*
There was substantial data to indicate this target had been met. Evaluation data was available from three of the four senior management intercultural training, and two of these contained impact data (South Dublin and Dublin City). If this data is indicative of the experience of all four LAs, there was significant change in the knowledge and understanding of cultural diversity, inclusion and participation of new communities as the graph below shows.

Level knowledge & understanding values of cultural diversity

Before Training

6
5
4
3
2
1
0

Knew nothing | Reasonamble amount | Ver familiar

☐ Series1

Level of change

After training

6
5
4
3
2
1
0

No change | Little change | Reasonable amount | Lot change | Huge level

☐ Series1

LA representatives' views from the Steering Group broadly concurred with the views as outlined in the graphs above. Forum representatives had a slightly lessened view of the level of change in relation to deepened knowledge and understanding of key LA decision makers as the graph below shows:
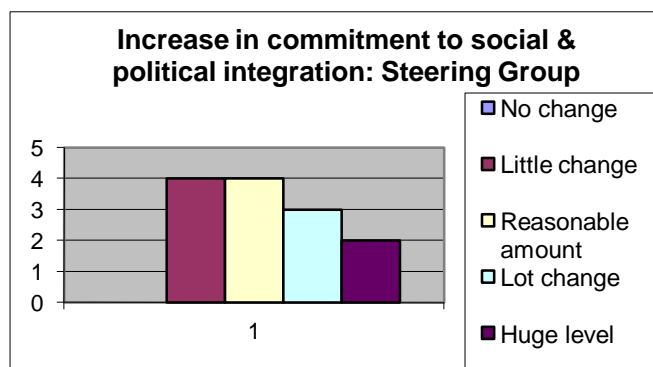
Changes in knowledge and understanding of diversity by key decison makers: *Forum views*

5
4
3
2
1
0

No change | Little change | Reasonable amount | Lot change | Huge level

Staff indicated key decision makers and elected representatives had deepened their knowledge and understanding between 'a *fair* amount' and 'a *lot'*, thus broadly concurring with those taking the training.

> *'The training (senior management/elected representatives) was great for raising the awareness of the issues in relation to third county nationals amongst all strands of the Council. To tackle any problems you must first raise awareness so this was excellent in deepening the understanding of diversity, the need for inclusion and participation of these communities in the normal life of the county' (LA rep)*

While full evaluation data was not available, it was interesting to note the trainer observations: *'I got the impression that there were serious conversations about integration and participation between people who do not usually get the chance to converse together. For me the most gratifying aspect (of the training) was seeing people trying to see perspectives other than their own'*[7]. **Target: met**

Increased level of commitment to social and political integration: Those attending training as well as LA representatives on the projects Steering Group were asked to rate the changes in their levels of commitment to the social and political integration of new communities in their area. Those who attended the training broadly indicated they had made a good deal of change in relation to this target following the training, while those on the Steering Group, with considerable experience of delivering social and political measures indicated in the main change had been small.

In the context of this objective, all four LAs were asked about their future commitment to continuing the work of the project. Two of the LA partners indicated continuing their commitment at much the same level, one indicated they would increase that commitment while one indicated commitment was likely to be at a limited level. Staff rated the increase in levels of commitment by LAs primarily at '*a lot'*.

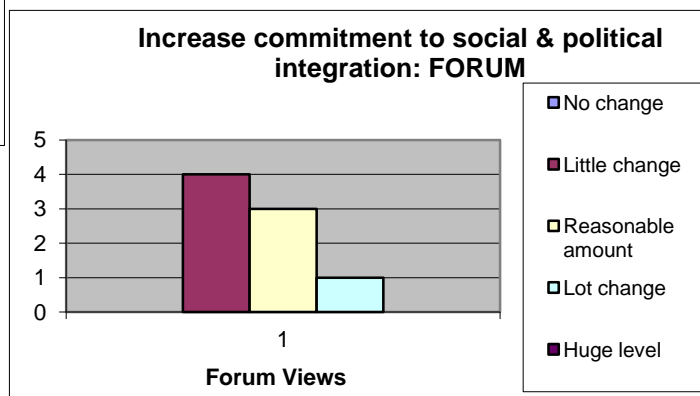
exploring organisational culture and its role in shaping responses to issues like integration and participation. The power of the organisation is then, often not recognised'[8]

While there did appear to be a very strong commitment on the part of those staff engaged with the project from LAs, at what level this

The trainer made a further interesting comment about the different spaces occupied by the Council representatives and new communities: '*Within the councils there seems to be an emphasis on policy, systems, strategies and actions but not on*

commitment had increased in overall terms was debatable, as the graphs show. However this would not be expected to be substantial at this stage of the programmes development.
Target: part met

'*The training was a good, lively, active and successful opportunity for new community members and (local) authority representatives to share their points of view and begin the first steps ... to turn the dream of integration and social inclusion into reality'*

---

[7] 'Final Observations and Reflections' Pg 1 Partners. Training for Transformation. June 2013.

[8] Ibid: Pg 2

> *My group recognised we are not very good at consultation. The new communities group said we were very self-aware. So why don't we do things differently? We know what we should do, yet we are bound by bureaucracy. Our challenge is to try and adapt our structures to enable greater participation and meaningful consultation' (Trainee)*

Objective 5 - *Mainstreaming and Evaluation*

Overall analysis

The main focus of this objective was to mainstream and evaluate project activities.

In term of its *quantitative* targets the project part-met both its mainstreaming and evaluation targets.

In terms of its *qualitative* targets, there was insufficient overall evidence of substantial mainstreaming within LA structures and policies, though the project made clear and positive steps in some areas, and overall positive steps were taken towards mainstreaming of integration. It part met its original qualitative evaluation targets.

Outputs:

Summary outputs
- Good Practice Guide to integration for Local Authorities
- Funding by LAs of 15 work placements
- Website
- 7 Quarterly Monitoring Reports
- 2 Annual Evaluation Pobal Reports
- Mid term review and Final Evaluation Report

The detailed actions and outputs under this objective were as follows:

Action	*Output*	*Target*
Embedding of all objectives into LAs with LAs committed to mainstreaming activities	❏ Funding by all 4 LAs of 15 work placements ❏ Resources allocated by all 4 LAs to integration Forum support for 2013. ❏ 2 LAs consulted Forums on their Integration Strategies – South Dublin and Dún Laoghaire Rathdown	**Target part met**
Production of Best Practice Guide for LAs on Integration	❏ Draft Guide produced 'Integration – A Practical Guide to Assisting Integration for Local Authorities'	**Target met**
Presentation to Local Government Services Management Board of Integration Guide	❏ Target changed to Directors Network and then to City and County Managers Association	***Target*: The project continues to work on this**

Action	Output	Target
		target and plans its completion prior to project end.
Develop Project website	❑ Website developed	**Target met**
Monitoring and Evaluation System	❑ Establishment of regularised Monitoring systems ❑ Quarterly Monitoring Reports ❑ Mid term Review ❑ Final Evaluation Report ❑ Annual Pobal Evaluation Reports	**Targets met**

Comment on outputs

While the mainstreaming of the project objectives commenced, evaluation data suggested it was in its infancy and this needed to be seen as a long-term target. More specific targets would also have guided and informed the evaluation of mainstreaming targets.

In broad terms, therefore, while there was some embedding of integration measures in Local Authorities and some serious steps taken in that direction through project activity, there was a strong sense that this embedding will require more substantial and long-term development.

While there were issues relating to the inclusion of evaluation targets in the quarterly monitoring process, broadly the project met its original quantitative evaluation targets.

Outcomes

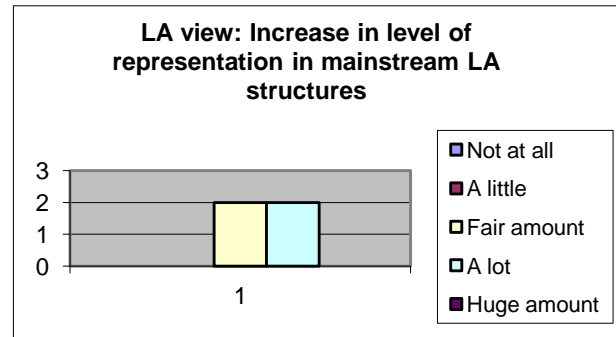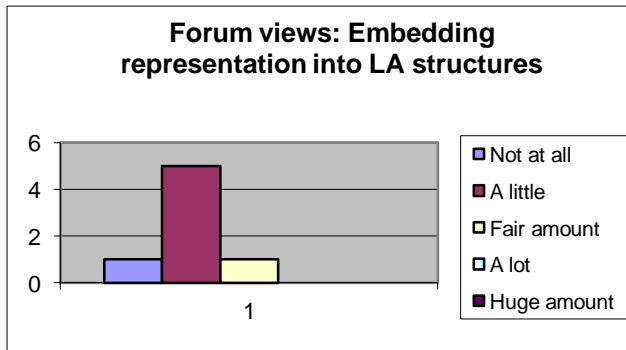*The summary outcomes for this objective identified in the Monitoring Report included:*
❑ Embedding of all objectives into LAs with LAs committed to mainstreaming activities
❑ Tools for continued implementation at the disposal of LAs and new communities
❑ Awareness among LA managers, Directors of Community and Enterprise and CDBs nationally of the Dublin model of LA integrations strategy
❑ Increased visibility of the project
❑ Bank of good practice resources
❑ Original project Monitoring & Evaluation targets: (i) Rigorous project management and monitoring systems; (ii) Steering group oversees and guides development of project; (iii) Gender/youth proofing; (iv) Evaluation system assesses project against planned outcomes and (v) clear administrative and management system and authority distribution

Meeting the Outcomes

❑ *Mainstreaming – Embedding*
In terms of the Forums views of embedding one area of integration – representation – into LA structures they were primarily of the view that there had been limited embedding. These views were supported by staff perceptions, with recognition that there had been some increase in representation, and views that this would increase as the Forums developed. The LAs on the other hand were of the view that representation had increased more substantially. However they rated the mainstreaming strategy as working 'a *little'* (2) and a

LA view: Increase in level of representation in mainstream LA structures

'*fair* amount' (2) and staff broadly concurred with this primarily rated this working 'a *fair* amount'. **Target: part met**

Forum views: Embedding representation into LA structures

- *Tools for continued implementation at the disposal of LAs and new communities. Bank of good practice resources*
  The primary tools at the disposal of both LAs and new communities were the Practical Guide to Assisting Integration, the Beginner's Guide to Ireland, the workshop slides from the training in history, politics and culture workshops, the training materials from both the Effective Representation training and ILV training, and Partners Training for Transformation (senior management intercultural training) which staff indicate will be completed and distributed prior to the completion of the life cycle in August 2013.
  Target: met

- *Awareness among LA managers, Directors of Community and Enterprise and CDBs nationally of the Dublin model of LA integrations strategy.*
  There was no data to suggest the learning from the project developed at any substantive level into wider forums at national level and efforts were continuing to the end of the project cycle to enable this to be actioned. The project continues to explore routes such as the City and County Managers Association and the LAs National Directors Network. It is not yet clear at what level these routes will be developed prior to the end of the project ***Target: Part met.***

- *Increased visibility of the project*
  There was no specific data to indicate any substantive increase in the visibility of the project. The website will have increased visibility but there was no data on level of usage of this resource. The work placements, training, Integration Forums development and the ILV service will all have increased to a degree the visibility of these initiatives, and therefore the project. However, independently evaluating this target was challenging.
  Target: Part met

- *Monitoring & Evaluation targets*:
  These were: (i) *Rigorous project management and monitoring systems; (ii) Steering group oversees and guides development of project; (iii) Gender/youth proofing; (iv) Evaluation system assesses project against planned outcomes* and *(v) clear administrative and management system and authority distribution*

In terms of (i) there was no evaluation or monitoring data concerning project management systems while there was data in terms of the regularised monitoring of all the operational work of the project. In terms of (ii) the Steering group *oversaw and guided the development of the project* in a structured way, but with data not included in quarterly monitoring it was not possible to evaluate this target. In terms of (iii) *data on gender and youth* of project participants was kept and did inform the final monitoring data. In terms of (iv) the evaluation did *assess the project against planned outcomes* and on a regularised basis. In terms of (v) independently verifiable data was not available to the regularised monitoring process on the administrative and management systems and authority distribution. The project itself informed the evaluation that the administrative and management systems 'showed strong leadership jointly, by the NCP and the project Steering Group, which oversaw administrative and management systems and authority distribution'.

Target: Monitoring and Evaluation Targets met. Other management data: Unavailable to monitoring process.

<div align="right">

3.5. Impact

</div>

3.5.1. Overall analysis
There was common agreement across all grouping – Integration Forums, Local Authorities, and staff - as to the main impacts of the project.

The **most significant changes** which resulted from the project were identified as:

❑ ***Promoted civic engagement - New routes to structured dialogue.*** The establishment and empowerment of ethnic minorities through structured Integration Forums in all four Local Authority areas has led to the enablement of both new communities and LAs for the first time to engage in structured dialogue on issues of concern, and offer structured routes through which to resolve these concerns, at both practical and strategic levels. They have provided new routes from which LAs can engage with new communities and, equally, they have provided new and structured routes through which new communities have been able to network together, develop common positions on issues of concern and begin to represent communities in decision-making platforms with Local Authorities. Additionally they have enabled the development of clearer understanding of the role, functions and constraints of Council services resulting in the development of less negative views on the part of new communities of LAs.

❑

'The development of the Forums has given migrants an opportunity to engage on a level playing field. This is revolutionary to a degree. Before the programme new communities were seen by LAs as 'outsiders and supplicants for assistance. Now there is a space where dignified engagement can happen in public places. It has legitimised integration through the offering of structures which can engage people' (Staff)

'The Forums create real debate in the room. People realise they have to take responsibility to make something happen. In the beginning people did not even know what could be done, what they could even talk about. The Forums have been a real awakening. People now recognise they have a duty to make things change and no one will do it for them'

❑ ***New co-ordination mechanism between LAs***. The co-operation, co-ordination and relationship building across all four Local Authorities has led to the development of a consistent approach to integration policy and practice. The dialogue between LAs has led to shortened learning cycles and heightened the visibility and status of integration work within individual LAs.

❑ ***Awareness of key decision makers raised***: The raising of awareness through project activities and training has led to a stronger commitment, awareness and knowledge among senior managers and elected representatives in LAs regarding integration policy and practice and the issues faced by migrant communities living in their area. This has resulted in a more positive environmental context in LAs through which to continue the development of integration measures.

❑ ***Established new Integration Strategy.*** The development of an additional Integration Strategy in one LA as a result of project engagement – South Dublin CC – has impacted on the increased visibility of integration issues on Council agendas.

❑ ***Facilitated new engagement of women.*** The 'Women's Space' was established due to the project's commitment to actively engaging with women and enabling their involvement particularly in the Integration Forums.   The Women's Space was developed as a capacity building initiative for women to address and discuss their specific issues and enable them to shape and voice their opinions regarding the barriers to participation. It was hoped that the Women's Space would be a pathway into participation for migrant women on their appropriate Integration Forum. The group meets regularly, approximately once a month, discusses topics (including inputs from external experts) such as feminism, mental health and mindfulness, and citizenship, and organises various outings to historic Irish sites, e.g. Kilmainham Goal. The group agreed a six-month plan and their vision and aims. Engaging them in the work of the Forums is on-going.

❑ ***Promoted political participation*** through the inclusion of data on voter information for all new citizens from July 2013 as part of the new Citizenship Pack. While this has only been finally agreed in the final stages of the project cycle, and therefore its impact unquantifiable, it has the potential to lead to increased engagement by new communities in the political process.

The most significant factors which facilitated change were identified as:

❑ The ***openness of local new communities*** to engage in structures of consultation.

❑ The ***formal signing up of all four LAs*** to the delivery of the project and their active engagement throughout

❑ ***Individual people*** within LAs who 'drove' the integration agenda with a great deal of goodwill, backed up by the support of County/City Managers and Directors

❑ Availability of small amounts of ***funding*** for Forums to deliver events

❑ The ***support from the New Communities Partnership and Local Authority staff*** to making the Integration Forums work

---

- ❑ The *maturity of the NCP as an organisation* who were able to work within the constraints of LAs.

- ❑ The *existing structures within Councils*, e.g. in Community or Integration structures which brought experience and understanding to the issue of integration.

- ❑ The *training of senior management* and elected representatives in all four LAs.

- ❑ Efficient *matched funding* delivery by all four LAs.

- ❑ The *work placement* component itself which brought LA staff face-to-face with new communities.

4.1. Conclusions

The Promotion of Civic Participation of Third Country Nationals through Local Authority Platforms was, as far as could be ascertained, the first of its kind on the island of Ireland which promoted an integrated and structured model of new community civic participation. It established and developed mutually beneficial structures and mechanisms thorough which integration policy and practice could be developed and issues of concern for new communities formally articulated and addressed. The model uniquely combined strategic and practical elements – the Integration Forums and engagement of LAs in the Project Steering Group, at strategic level – with the development of an Intercultural Liaison Volunteer scheme and work placements for new communities, at practical levels. All impacted the raising of awareness of the lives and issues of new communities living in Ireland and linked directly with Local Authority personnel and structures to develop routes towards integration.

Four Local Authorities for the first time, in terms of integration policy and practice, engaged in regularised and positive dialogue to develop their own policies and practice as well as to respond structurally to the emerging needs of new communities living in their area. The project offered them a new and unique opportunity to structurally engage, network and dialogue with these communities, engagement which had not hitherto been extensive.

There was insufficient time within the constraints of the evaluation to explore in any depth the overall model of integration promoted by the project, or to explore a range of other integration models. As a model promoting integration, evaluation participants were of the view it worked well and was transferable to similar context, i.e. particularly an urban setting, either as a whole or in its component parts.

The project overall has therefore acted as a very positive first stage towards the development of structures to engage the direct voices of new communities and Local Authorities in mutually beneficial actions and policy development. Recommendations are put forward for the development of that process.

4.2. Recommendations

A. Strategic

4.2.1. Resourcing
It will be critical for any future development of this model of integration to be adequately planned and resourced, and use the experience from the current project to seek funding, which is adequate for the level of supports required to effectively develop this model of integration. A mainstreaming approach might also be further developed in new funding applications, and this is reflected in recommendations.

(i) Recommendation
(a) Seek future funding to continue the development of the project, possibly through a consortium of LAs and the NCP.

4.2.2. Mainstreaming
A more structured mainstreaming strategy across all four LAs may need to be developed with specific realisable targets for the short, medium and long term.

(ii) Recommendations:
a) As part of a future funding application include the development of a consultative mainstreaming strategy for integration involving all LAs in the Dublin region, which will promote political leadership and Local Authority management ownership.
b) Within this strategy develop specific short, medium and long-term targets with full participation of Integration Forums and engagement of senior management in LAs.
c) Within this, explore also LA organisational culture in the context of integration and the hidden barriers to that integration.

B. Operational

4.2.3. Integration Forums
Evaluation data strongly indicates Integration Forums have enormous potential for the mutual and structured engagement between new communities and Local Authorities, but continue to require substantial supports to develop them as efficient and effective platforms.

(iii) Recommendations:
a) Continue to facilitate the organisational development and support of Integration Forums
b) Continue to develop skills and capacities in representative roles
c) Allocate flexible resources for expenses payments, including childcare.

4.2.4. Local Authorities
LAs clearly developed strong working relationships and learning through the cross LA activities and this appears to serve as a sustainable and transferable model, particularly for geographical areas with similar circumstances i.e. urban setting.

(iv) Recommendations
a) Continue to develop the cross-LA working, perhaps developing more cross-LA training, cross-networking between ILVs and other components which may emerge in future projects.
b) Continue to develop awareness-raising training or actions that will promote buy in at leadership and executive levels, including specific follow up action plans.
c) While recognising the challenges of recruitment embargos, continue to fund and promote work placement schemes for third country nationals.

4.2.5. Intercultural Liaison Volunteers.
There is likely to be a sustainability issue in the longer term for this service. The key to the development of an effective ILV service is that there is a mainstreamed response within Local Authorities to new communities, thereby creating communication links for the ILV into appropriate Local Authority staff.

(v) Recommendations
a) Continue to develop, structure, train and clarify the work and roles of the ILVs as a volunteer service, there may be potential to mainstream the volunteers into regular Local Government volunteering schemes.

b) Develop more networking and inter-linking across LAs with ILVs, and mentoring between experienced and new ILVs.
c) Allocate flexible resources for expenses payments for the delivery of the service, including childcare.
d) Research and develop appropriate and adequate structures of protection for both individuals who take up the ILV role and Local Authorities.

Final Comments…

*'This is the first project where TCNs and LAs have been involved directly together. It has offered great opportunities for TCNs to meet and work with LAs – through the Forums, ILVs and work placements. It built a very positive picture of TCNs. The **image** is now positive. And there is now a willingness on the part of the TCNs to get involved with the work of the LA' (Staff)*

'This was a very very useful project in terms of the education process of people. It raised our level of understanding of issues and requirement to promote integration, and how complex that is, and tortuous and slow. It's not a quick gain area; you have to invest time, money and resources to achieve. When we linked with the other authorities it raised the status of the work and we all learned from sharing' (LA rep)