



SOLID/2007/27

**Committee
General programme
Solidarity and Management of Migration Flows
Meeting 20 September 2007**

Subject: Information – monitoring and evaluation framework for the national programmes under the General programme Solidarity and Management of Migration Flows

Compilation of the comments from Member States on MIGRAPOL 160 and observations of the Commission

Presentation of the intervention logic for the External Borders Fund and the Integration Fund

Summary:

The Commission presented MIGRAPOL 160 (Monitoring and monitoring and evaluation framework for the national programmes under the General programme Solidarity and Management of Migration Flows) and its annexes (including a first draft of the intervention logic for the External Borders Fund) at the meeting of the Committee on Immigration and Asylum (CIA) of March 2007.

This document presents the follow-up to this meeting and the comments in writing of the Member States (annex 1). Annex 2 contains the revised draft intervention logic for the External Borders Fund and Annex 3 a first draft intervention logic for the Integration Fund. In the course of the coming weeks further similar documents will be presented for the European Refugee Fund and the Return Fund.

The intention of the Commission is to finalise the common monitoring and evaluation framework in October 2007 and put on its website the different documents as guidance documents for the Member States, project applicants and the general public.

Action to be taken:

Member States are invited to examine in particular Annexes 2 and 3 and to send observations in writing to Doede.Ackers@ec.europa.eu by **5 October 2007**. Please indicate clearly to which section of the document or annex to this document your comments pertain.

There will be a short presentation of the document during the meeting.

1. The purpose of the intervention logic (Annexes 2 and 3)

The purpose of the intervention logic is to provide guidance and suggestions to Member States relevant to the programming, monitoring and evaluation of actions under the multi-annual programme.

The document could be used by the Member States' staff as a guidance document when

- developing the draft multi-annual programme (definition of types of 'examples of actions', definition of indicators);
- planning the annual programme in the light of the multi-annual programmes (definition of concrete actions and projects, with indicators);
- preparing the progress and final reports (checking the progress in the implementation of the actions by applying the indicators to the projects selected)
- preparing the evaluation reports on the actions (2010) and on the results and impact of the actions (2012 and 2015) (in

The document could also be used by the staff of (potential) final beneficiaries as a guidance document when

- defining the indicators for projects and communicating them to the responsible authority
- presenting input to the responsible authority on the progress in the implementation of the actions by applying the indicators to the projects

As a guidance document it is not binding. It merely serves to illustrate and assist Member States' staff and (potential) final beneficiaries by way of example and cannot be considered as an exhaustive interpretation of the possibilities for the programming, monitoring and evaluation of actions under the basic acts establishing the Funds and the strategic guidelines.

In particular its purpose would be

1. to illustrate with examples which actions can be developed to achieve the priorities and/or specific priorities identified in the strategic guidelines (presentation of the intervention logic: i.e. the organisation of actions according to each priority in the strategic guidelines);
2. to provide guidance and suggestions to Member States for defining examples of key actions in the MAP (formulation in the first column of 'examples of key actions' which are to be presented under section 3 ('strategy to achieve the objectives') in the model multi-annual programme) and the AP (section 3 of the model annual programme);
3. to underscore how these examples reflect the list of actions / specific objectives set out in the basic acts establishing the Funds, taking into account also the coherence between the basic acts and the strategic guidelines (reference in the second column to provisions in the basic act); and
4. to provide examples of output, outcome and impact indicators for these actions (definition in columns 3 -5 of 'indicators' which are to be presented under section 3 'strategy to achieve the objectives' in the model multi-annual programme and section 3 of the model annual programme)

Thus, there is information available which will enable Member States to develop an evaluation system as an integral part of the programming exercise from the onset and can contribute to laying the conceptual foundations for an adequate monitoring from day one of the implementation of the multi-annual programme at all appropriate levels.

2. Comments and questions received from the Member States regarding MIGRAPOL 160 and observations of the Commission on these comments

What is the meaning of « stakeholders » in the sentence « The monitoring and evaluation system will work more efficiently if there is an involvement of all relevant stakeholders (managing authorities, programme managers, project promoters, those responsible for resource allocation and project selection etc.) at an early stage » (Annex 2 to Migrapol 160, item 3) ?

Monitoring and evaluation should not be regarded as bureaucratic tasks imposed on final beneficiaries and public authorities, but rather as a tool to improve the efficiency of operations funded by public sources. In this context, it is essential that all interested parties are involved in the monitoring and evaluation process from the beginning and throughout the lifetime of projects and programmes. Stakeholders concerned are at least all public authorities involved (the responsible authority, the managing departments, other public authorities participating in the programme or in an action) and the final beneficiaries (project promoters) themselves.

The common set of indicators is drawn up on the basis of the priorities to be set out in the strategic guidelines for a Fund. However, experience has shown that not all priorities are implemented in the multi-annual programme (MAP), in particular when they are already covered by the regular national policy. In those cases it is proposed that the Member States would describe and quantify the situation in the MAP and the annual programme (AP), but they would not monitor the development.

Only where the strategic guidelines allow for a choice between priorities, or where a priority is optional, the MAP needs not cover it. Consequently, if a Member State decides not to implement an optional priority, no indicator would be required for this priority. On the other hand, whenever a priority is implemented, being compulsory or optional, it will be required that it is monitored and evaluated.

It is mentioned that evaluation of the Community Actions is not covered by this working document. What are the differences?

The obligation to monitor and evaluate operations supported by the Funds equally applies to Community Actions. The Commission will fulfil this obligation. However, Community Actions require an ad hoc approach to monitoring and evaluation, due to their specificities. Specific objectives are set out for Community Actions in the corresponding yearly work programmes. These objectives relate to the objectives referred to in the basic act and usually do not correspond to the priorities laid down in the strategic guidelines for national programmes, because of the different nature. Moreover, the priorities can vary from one year to another. In addition, resources available for Community Actions are much smaller than those for national programmes. As a result a number of the outcome and impact indicators designed for national programmes would be less relevant for Community Actions, and others, better suited to the content of Community Actions, will be more appropriate. Nevertheless, it cannot be excluded that certain indicators (notably output indicators), to be used for monitoring/evaluation of national programmes, can also be used for Community Actions.

It is mentioned that the MAP would include baseline figures, and that the indicators to be monitored/evaluated would assess how the situation has developed. However, the values taken by the indicators in the following years can be influenced by factors other than implementation of the programmes, such as the general socio-economic context, national policies, etc.

The impact of the programmes supported by the four Funds can be influenced by external factors. The same situation applies to most Community funded programmes. The Commission approach is therefore to choose indicators which are less sensitive to external factors or at least, indicators where the impact of the Fund can be analysed, even if it is influenced by external factors.

What is the relationship between the « evaluation questions » to be found in Annex 3 to Migrapol 160, on the one hand, and the questions to be answered by the Member States in the monitoring reports, on the other hand? Moreover, the evaluation questions seem to be of a qualitative nature, whereas in the intervention logic of the Border Fund they are more quantitative.

Annex 3 to Migrapol 160 sets out in a generic manner the questions which should be asked when examining the impact of basically any Community funded programme. The purpose of Annex 3 is to provide Member States with an overview of the topics which will have to be addressed at the time of the periodic evaluation of the results and impacts (to be submitted for the first time in 2012). In addition, Member States who would like to carry out evaluations on a voluntary basis (e.g. annual evaluations) are encouraged to use this template whenever possible, as a preparation for the periodic evaluation.

On the other hand, Annex 3 to Migrapol 160 is not the guidance document which the Commission will make available to the Member States at the end of 2010, for the purpose of the periodic evaluation of results and impacts. The guidance document will take into account the principles set out in Annex 3, but it will be an operational document and it will allow for quantitative analysis.

Questions to be answered by the Member States in the monitoring reports will relate mainly to the programme's outputs and to a limited number of outcomes (please refer to item 5.3 of Migrapol 160), and they will be part of the final report on the implementation of each annual programme. Monitoring information gathered for the monitoring reports will be re-used in the periodic evaluation where this is relevant, that is mainly for the outputs of the programmes implementation.

Member States should have a possibility to define in the MAP their own key actions which can be additional to those presented in Annex 4 of Migrapol 160. However, if Annex 4 is the common set of indicators for the Border Fund, when will the improved version be available? In this context it should be noted that an impact (such as better border control) can be the result of several actions and that is difficult to detail the contribution of individual actions to that impact.

In principle the same set of key actions should be used by all Member States in order to have a homogeneous presentation of the programmes and to speed up their approval. Experience under the previous programmes (notably ERF) has shown that Member States' specificities can be catered for within each key action. The actions are quite generally formulated. It is

acknowledged that an impact can be the result of several actions. The contribution of individual actions to that impact depends on the nature and on the weighting of these actions.

The model of the evaluation report should be annexed to the Implementing Rules

The documents related to evaluation and monitoring are guidance documents. They are not legally binding. Therefore, it is the view of the Commission that they should not be part of the future Commission Decisions.

Information on the functioning of the management and control system should not be part of the Evaluation report on the implementation of actions to be submitted by 30 June 2010 (mid-term evaluation), since it will be included in the audit reports

As explained under item 5.4 of Migrapol 160, the type of information that will be required for the Evaluation report on the implementation of actions to be submitted by 30 June 2010 is similar to that required for the ERF II Implementation report submitted by the Member States at the end of 2006. This report included a chapter on the functioning of the management and control system, basically a short description of the system and an assessment by the Member State of the system's appropriateness in the light of implementation so far. It is the same sort of basic information which is proposed for the report to be submitted in 2010. This does not overlap with an analysis of the system to be found in the audit reports.

Consistency and complementarity between the Funds and other national and Community instruments, which is proposed as one topics for evaluation, is not mentioned in the legal basis

The Article on evaluation and monitoring in the basic acts establishing the Funds sets out that « the Commission shall also consider the complementarity between the actions implemented under each Fund and those pursued under other relevant Community policies, instruments and initiatives »¹. Although the Commission will have at its disposal the material to be found in the multiannual and annual programmes in this respect, it is felt that it would be too general for a useful analysis. Member States will have much more precise information based on the daily management of the programmes, for example during the project selection phase. This is why Member States are asked to include this item in the periodic evaluation report.

The Evaluation report on results and impact to be submitted by 30 June 2012 should cover the yearly programmes 2007 through 2009, but not 2010, because of the eligibility period. The latter would be part of the second evaluation report to be submitted by 30 June 2015 which should therefore cover the period 2010 through 2013

The Commission acknowledges that the results and impacts of the 2010 annual programmes cannot be taken into account in the periodic evaluation reports to be submitted by 30 June 2012, since the final report on the implementation of each 2010 annual programme is due by 1st October 2012. Therefore, it is proposed that the periodic evaluation would cover the implementation, results and impact of the annual programmes 2007 through 2009, and that for 2010, it would relate to implementation only, including calls for proposals, projects selection and funding, etc.

¹ See for instance Article 49(3) Decision No 573/2007/EC

Annex 1 to SOLID-2007-27

SUMMARY OF COMMENTS RECEIVED FROM MEMBER STATES ON DOCUMENT MIGRAPOL 160 FOLLOWING THE CIA MEETING ON 15-3-2007

Member State	Comments (Summarized)
Denmark	Taking into account the rather large amounts allocated through the Funds, the proposed monitoring and evaluation obligations seem adequate.
Finland	It is positive that the document clearly mentions when an independent evaluation is required and when it is not.
Lithuania	No comments.
The Netherlands	<p>The Netherlands have the following comments/questions :</p> <ul style="list-style-type: none"> - what is the meaning of « stakeholders » in the sentence « The monitoring and evaluation system will work more efficiently if there is an involvement of all relevant stakeholders (managing authorities, programme managers, project promoters, those responsible for resource allocation and project selection etc.) at an early stage » (Annex 2 to Migrapol 160, item 3) ? - The common set of indicators is drawn up on the basis of the priorities to be set out in the strategic guidelines for a Fund. However, experience has shown that not all priorities are implemented in the MAP, in particular when they are already covered by the regular national policy. In those cases the Netherlands propose that the Member States would describe and quantify the situation in the MAP and the AP, but they would not monitor the development. - It is mentioned that evaluation of the Community Actions is not covered by this working document. What are the differences ? - It is mentioned that the MAP would include baseline figures, and that the indicators to be monitored/evaluated would assess how the situation has developed. However, the values taken by the indicators in the following years can be influenced by factors other than implementation of the programmes, such as the general socio-economic context, national policies, etc. - What is the relationship between the « evaluation questions » to be found in Annex 3 to Migrapol 160, on the one hand, and the questions to be answered by the Member States in the monitoring reports, on the other hand ? Moreover, the evaluation questions seem to be of a qualitative nature, whereas in the intervention logic of the Border they are more quantitative.
Poland	Poland has the following comments/questions :

	<ul style="list-style-type: none"> - Member States should have a possibility to define in the MAP their own key actions which can be additional to those presented in Annex 4 of Migrapol 160. However, if Annex 4 is the common set of indicators for the Border Fund, when will the improved version be available ? In this context it should be noted that an impact (such as better border control) can be the result of several actions and that is difficult to detail the contribution of individual actions to that impact. - The model of the evaluation report should be annexed to the Implementing Rules. - Information on the functioning of the management and control system should not be part of the Evaluation report on the implementation of actions to be submitted by 30 June 2010 (mid-term evaluation), since it will be included in the audit reports. - Consistency and complementarity between the Funds and other national and Community instruments, which is proposed as one topics for evaluation, is not mentioned in the legal basis - The Evaluation report on results and impact to be submitted by 30 June 2012 should cover the yearly programmes 2007 through 2009, but not 2010, because of the eligibility period. The latter would be part of the second evaluation report to be submitted by 30 June 2015, which should therefore cover the period 2010 through 2013.
Spain	It is positive that Member States may choose to send, or not send, an external evaluation together with the final report of a yearly programme.
Slovakia	The effort of the Commission to develop a coherent set of practical guidance documents is an improvement. It is welcomed that the set of indicators developed by the EC can be supplemented by national indicators, if necessary. Slovakia would appreciate if the guidance documents could be finalized in time, so that Member States could take them into account when preparing the multi-annual programmes.

Annex 2 to SOLID-2007-27

**INTERVENTION LOGIC AND EVALUATION FRAMEWORK EXTERNAL BORDERS FUND
PRIORITY 1**

Support for the further gradual establishment of the common integrated border management system as regards the checks of persons at and the surveillance of the external borders.

Key possible actions	Cross reference basic act	Indicators for the key possible action		
		Output	Outcomes	Impact
Development or improvement of systems enabling a methodological gathering of relevant information with respect to the evolving situation on the ground, close to, at and beyond the external borders	<u>Article 4(1)(c)</u> // <u>general objective</u> : efficient organisation of border control (checks and surveillance)	Number of systems developed/ upgraded; number / quality of (new) information collected / data categories introduced Number of border crossing points and border sections integrated into the system Number of "hits" (reflecting the actual use of the newly created databases)	Enhanced extent of awareness of risks and threats ; Extended use of risk analysis in the organisation and operation of border control; Clearer picture of conditions and activities along the EU external borders Increased ability to recognise patterns, analyse trends and detect anomalies and thereby predict risks	Enhanced information exchange and co-operation between authorities involved in border control Increased border security Increased knowledge base for operational decision making
Adequate registration of the number of persons crossing at all types of borders (land, air, sea)	<u>Article 4§1(d)</u> ; <u>general objectives</u> : efficient organisation of border control (checks and surveillance); uniform application of provisions of Community law	Number and scope of systems for registration of persons developed or upgraded	Number of entries; extent of availability of information; extent to which the information is updated Development and establishment of an entry/exit system and of registered traveller scheme ²	Increased border security
Development or improvement of communication systems between all authorities operating at border crossing points	<u>Article 4(1)(h)</u> improvement of the information exchange at national level between authorities responsible for external borders management and between these authorities // <u>Article 4(1)(f)</u> setting up of an effective, structural, strategic	Number of operations / activities coordinated Coverage of authorities involved in border control	Increased number of border crossing points, border sections and other relevant locations where an integrated communication is in place	Enhanced information exchange and co-operation between authorities involved in border

² Studies on the practical and technical feasibility of an entry/exit system and on a registered traveller scheme at EU level are currently being carried out.

	and operational coordination between all authorities operating at border crossing points // <u>general objective</u> : efficient organisation of border control (checks and surveillance)		More data available to authorities operating at border crossing points Increased response capacity in situations requiring an inter institutional and multi-disciplinary response	control Increased border security
Upgrading of the communication systems to make them interoperable with other Member States <u>[specific priority 1: co-financing possible up to 75%]</u>	<u>General objectives</u> : efficient organisation of tasks; efficient management of flows	Number and scope of systems upgraded to be compatible with systems of other MS	Interoperability of the systems achieved with at least two other (preferably neighbouring) Member States Capacity building for operational coordination (facilitating potential cooperation) between Member States and with FRONTEX	Enhanced sharing of information, co-ordination and/or co-operation between Member States in securing EU external borders
Development or improvement of data collections and data base systems on the categories of travellers, the number and nature of checks and surveillance measures at the different types of borders	Article 4(1)(e) Introduction or upgrading of a system of collection of statistical and administrative data with respect to the categories of travellers, the number and nature of checks and surveillance measures at the different types of external borders, based on registration and other sources for data collection // <u>general objective</u> : efficient organisation of border control (checks and surveillance)	Number of systems developed /upgraded Number of (new) relevant data categories collected Amounts of (new) data introduced in the systems Number of border crossing points, border sections and other relevant locations integrated into the system	Increased awareness of main operational trends Improved quality of the systems in place (scale and sophistication of the data, extent to which it is updated, links to other systems, error margins etc) Better quality of data on border crossings	Increased border security Enhanced information exchange and co-operation between authorities involved in border control Increased knowledge base for operational decision making
Investments in border crossing infrastructures and related buildings	<u>Article 4§2(a)</u> logistical measures and state of the art technology to strengthen systematic border controls of persons at border crossing points // <u>general objective</u> : efficient management of the flows	Number of infrastructures developed or upgraded Number of persons / vehicles controlled at border crossing points	Increased number of border crossing points adapted to needs of border guards and travellers; Timeframes for processing travellers (average waiting time at borders) reduced Number of complaints of travellers regarding waiting time/number of incidents caused by management of	Increased border security

			traveller flows reduced Procedures and logistics for processing flows of passengers reflecting better the specific situation at the respective border points (based on methodological assessments using databases/information systems developed under Art 4 (1) c and e) Improved facilitation of smooth crossings for travellers Better working conditions for border guards	
Investments in operating equipment and means of transport for external border control	Article 4§2(a) logistical measures and state of the art technology to strengthen systematic border controls of persons at border crossing points // <u>general objective</u> : efficient management of the flows	Number of equipment and means of transport purchased, replaced and/or upgraded	Actual use of equipment and means of transport (hours of operation per unit of time: month, year) increased Number and quality of available equipment for border guards increased Increased reaction capacity with regard to detection and interception of illegal border crossers Better working conditions for border guards	Increased border security
Purchase of operating equipment for the control of external borders which is interoperable with other Member States and takes into account the results of the common integrated risk analysis [specific priority 2: co-financing possible up to 75%]	Article 4(2)(a) logistical measures and state of the art technology to strengthen systematic border controls of persons at border crossing points // <u>general objective</u> : efficient management of the flows	Number of operating equipment purchased	Interoperability of operating equipment with at least two other (preferably neighbouring) Member States Capacity building for operational coordination (facilitating potential cooperation) between Member States and with FRONTEX Facilitation of joint operations between Member States	Enhanced sharing of information, co-ordination and/or co-operation between MS in securing EU external borders

<p>Purchase of operating equipment in order to increase the capacity of Member States to take part in and/or contribute to operational cooperation between Member States as coordinated by the FRONTEX Agency</p> <p>[specific priority 3: co-financing possible up to 75%]</p>	<p>Article 4§2(a) logistical measures and state of the art technology to strengthen systematic border controls of persons at border crossing points // <u>general objective</u>: efficient management of the flows // <u>Article 7 Regulation</u> (EC) No 2007/2004 (FRONTEX)</p>	<p>Number of technical equipment in Member States for border control registered in centralised records of FRONTEX increased</p>	<p>Enhanced operational capacity of Member States by using equipment from other Member States</p>	<p>Increased border security</p>
<p>Building and upgrading of areas and centres for persons whose entry is refused and for persons who are intercepted after having crossed the border illegally or when approaching the external borders with a view to illegally entering the territory of the Member States</p>	<p><u>Article 4(3)(f)</u>; // <u>general objective</u>: efficient management of the flows</p>	<p>Number of areas or centres built or upgraded Number of places created or upgraded</p>	<p>Better accommodation of persons kept in the areas or centres Reduced complaints and/or incidents in the areas or centres Reduction of transfers of concerned persons across the territory of the Member State. Ensure that third country nationals concerned are treated with respect and dignity Better accommodation standards</p>	<p>Increased border security</p>
<p>Upgrading security at the premises of border crossing points</p>	<p><u>Article 4§3(g)</u> // <u>general objectives</u>: efficient organisation of border control (checks and surveillance); efficient management of flows</p>	<p>Number and type of security measures taken</p>	<p>Reduction of security incidents Increased security for border guards and other involved authorities</p>	<p>Increased border security</p>

**INTERVENTION LOGIC AND EVALUATION FRAMEWORK EXTERNAL BORDERS FUND
PRIORITY 2**

Support for the development and implementation of the national elements of a European Surveillance System for the external borders and of a permanent Coastal Patrol Network at the southern maritime borders

Key possible actions	Cross reference basic act	Indicators for the key possible action		
		Output	Outcomes	Impact
<p>Development of one single national co-ordination centre which co-ordinates 24/7 the activities of all national authorities carrying out external border control tasks and which is able to exchange information with the national co-ordination centres in other Member States</p> <p>[specific priority 1: co-financing possible up to 75%]</p>	<p>Article 4(1)(f): setting up of an effective, structural, strategic and operational coordination between all authorities operating at border crossing points; // <u>general objectives</u>: efficient organisation of tasks of border guards; efficient management of the flows of persons</p>	<p>Establishment of a national co-ordination centre for border control (checks and surveillance), which supports real-time local, regional and national decision-making among all involved national services by using surveillance, reporting and intelligence data.</p>	<p>Increase in information exchange and cooperation at national level Creation of a "national border security picture" First step in establishing a European border surveillance system taken Increase in potential for cooperation with other Member States</p>	<p>Increased border security</p>
<p>Investments in the establishment or upgrading of one single national surveillance system which covers all or selected parts of the external border and enables 24/7 the dissemination of information among all authorities involved in the external borders</p> <p>[specific priority 2: co-financing possible up to 75%]</p>	<p>Article 4(1)(h) improvement of the information exchange at national level between authorities responsible for external borders management and between these authorities; Article 4(1)(b) development and application of measures necessary to improve surveillance systems between border crossing points // <u>general objectives</u>: efficient organisation of tasks of border guards; efficient management of the flows of persons</p>	<p>Number and scope of investments made in establishing or upgrading one single national surveillance system</p>	<p>Establishment of a single national surveillance system Increase in information exchange and cooperation at national level First step in establishing a European border surveillance system taken Increase in potential for cooperation with other Member States</p>	<p>Increased border security</p>
<p>Purchase of equipment for detection, identification and intervention in case of</p>	<p>Article 4(1)(b) development and application of measures necessary to improve surveillance systems between border crossing points //</p>	<p>Number of surveillance equipment / detection tools</p>	<p>Modernisation / upgrading of equipment Sufficient state-of-the-art</p>	<p>Increased border security</p>

unauthorised crossing	<u>general objective</u> : efficient management of the flows	acquired or upgraded Number of laboratory equipment and equipment for detection of false / falsified documents acquired or upgraded	equipment provided	
Purchase of equipment for detection, identification and intervention at the borders, provided that the need for such additional equipment has been clearly identified at European level [specific priority 3: co-financing possible up to 75%]	<u>Article 4(1)(b)</u> development and application of measures necessary to improve surveillance systems between border crossing points // <u>general objective</u> : efficient management of the flows	Number of means of transport acquired or upgraded Number of surveillance equipment / detection tools acquired or upgraded Number of laboratory equipment and equipment for detection of false / falsified documents acquired or upgraded	Level of security at the southern maritime borders considerably improved by provision of sufficient, state-of-the-art equipment	Increased border security

**INTERVENTION LOGIC AND EVALUATION FRAMEWORK EXTERNAL BORDERS FUND
PRIORITY 3**

Support for the gradual establishment of the common integrated border management system as regards issuing of visas in order to facilitate and speed up the visa issuing procedure

Key possible actions	Cross reference basic act	Indicators for the key possible action		
		Output	Outcomes	Impact
Local consular co-operation	<u>Article 4(4)(f)</u> Establishment of common investigative practices, uniform administrative procedures by the consular service // <u>general objective</u> : improvement of the management of consular and other pre-frontier activities	Number and scope of practices, procedures established jointly Type and number of measures taken to improve local co-operation	Co-ordinated implementation of the common visa policy at local level Increased ability to recognise patterns and analyse trends and thereby prevent visa shopping More legal certainty Reduced costs for national budgets	Equal and fair treatment of visa applicants
Quality –management and good services and facilities in terms of infrastructure in the visa application process	<u>Article 4(4)(d)</u> // <u>general objective</u> : improvement of the management of consular and other pre-frontier activities	Number of premises built/upgraded Number of / quality of checks with regard to visas issued per consular office per day/month Upgrading of security at consular offices (building, IT, personnel)	Better and safer access of visa applicants to the consular offices Enhanced efficiency in visa issuing process Increased capacity of the consular offices Better working conditions for consular officers Improvement of cooperation between and national infrastructures for Visa Central Authorities and consular offices	Better acceptance of the visa issuing processes by the applicants Improved image of the Community

			Improvement of services and facilities in consular offices through the construction, renovation or upgrading of premises	
<p>Systematic and regular cooperation between consular services of Member States and between the consular and other services of different Member States in the visa field</p> <p>[specific priority 1: co-financing possible up to 75%]</p>	<p><u>Article 4(4)(g)</u>: Systematic and regular cooperation between consular services of Member States, in particular in connection with the VIS, including pooling of resources and means for visa issuance, exchange of information, surveys and investigations concerning visa applicants and the development of common visa application centres; // <u>general objective</u>: improvement of the management of consular and other pre-frontier activities</p>	Number and type of permanent local consular cooperation set up	<p>Permanent cooperation and information exchange leading to common practice when issuing visas in difficult locations</p> <p>Increased ability to recognise patterns and analyse trends</p> <p>Co-ordinated implementation of the common visa policy at local level</p> <p>Decrease in visa-shopping</p>	Better implementation of common visa policy
<p>Initiatives to develop and establish limited representation and co-location for, initially, the reception, and at a later stage, the processing of visa applications</p> <p>[specific priority 2: co-financing possible up to 75%]</p>	<p><u>Article 4(4)(i)</u> common consular offices; <u>Article 4(4)(g)</u> // <u>general objective</u> improvement of the management of consular and other pre-frontier activities</p>	Number and nature of premises set up/ upgraded and relevant equipment purchased, including security aspects	<p>Economies of scale</p> <p>Reduction of costs for national budgets</p> <p>Easier access for visa applicants</p> <p>Better management of flows of applicants</p> <p>Decrease in visa shopping</p>	<p>Equal and fair treatment of visa applicants</p> <p>Better implementation of common visa policy</p> <p>Improved image of the Community</p>
<p>initiatives to develop and establish common visa application centres for, initially, the reception, and at a later stage, the processing of visa applications</p> <p>[specific priority 2: co-financing possible up to 75%]</p>	<p><u>Article 4§4 (i)</u> common consular offices; <u>Article 4§4(g)</u> // <u>general objective</u> improvement of the management of consular and other pre-frontier activities</p>	Number and nature of premises set up/upgraded to allow the reception of visa applicants for a significant number of Member States	<p>Better implementation of the common visa policy at local level</p> <p>Economies of scale</p> <p>Reduction of costs for national budgets</p> <p>Decrease in visa shopping</p>	<p>Equal and fair treatment of visa applicants</p> <p>Better implementation of common visa policy</p> <p>Better acceptance of the visa issuing processes by the visa applicants</p> <p>Improved image of the Community</p>

**INTERVENTION LOGIC AND EVALUATION FRAMEWORK EXTERNAL BORDERS FUND
PRIORITY 4**

Support for the establishment of IT systems required for the implementation of the Community legal instruments in the field of external borders and visas

Key possible actions	Cross reference basic act	Indicators for the key possible action		
		Output	Outcomes	Impact
Investments in upgrading the information in the FADO (genuine and false /forged travel documents)	Article 4(2) c): promotion of the exchange of information and improvement of training on forged travel documents, including the development of common tools for the detection of such documents <u>// general objective:</u> efficient management of the flows of persons	Number and nature of resources allocated to the introduction and upgrading of documents into the FADO Number of new inserts in the FADO database	Increase of the information on false/forged detected documents detected Increased use of the FADO by the staff of Member States at border crossing points	Increased knowledge base for operational decision making
SIS users: Investments linked to establishing at national level the Second Generation of the Schengen Information System to replace the existing SIS 1+ [specific priority 1:co-financing possible up to 75%]	<u>Article 4§2(d):</u> promotion of real time consultation of data at borders crossings // <u>general objective:</u> efficient management of flows	Number and scope of new software and procurement of hardware and equipment for border control developed with a view to the comprehensive: <ul style="list-style-type: none"> • implementation of the new SIS II and its integration with existing National Systems (by enhancing the existing ICT environment of the national legacy systems) • Testing of the SIS II with the national systems • Migration of data from SIS1+ to SIS II • Operation of the SIS II 	Setting up of the necessary technical components for SIS II (and SISone4all, if necessary) Better performance of the system Larger sweep of alerts Extended functionalities Improved ability to manage alerts Rendering operational of SIS II (SISone4all) at national level	Better integration of the immigration control processes at consulates and borders
New SIS users: Investments linked to establishing at national	<u>Article 4§2(d):</u> promotion of real time consultation of	Number and scope of new software and procurement of hardware and equipment for border control	Ensure performance of the system Access of national authorities involved in border control to SIS II	Better integration of the immigration control processes at

<p>level the SIS for border control and activities linked with border control (in particular activities of consular offices in third countries and immigration checks in the territory of Member States)</p> <p>[specific priority 1:co-financing possible up to 75%]</p>	<p>data at borders crossings // <u>general objective</u>: efficient management of flows</p>	<p>developed with a view to the comprehensive:</p> <ul style="list-style-type: none"> • implementation of the new SIS II and its integration with existing National Systems (by enhancing the existing ICT environment of the national legacy systems) • Testing of the SIS II with the national systems • Operation of the SIS II 	<p>(SISone4all) Improved ability to manage alerts</p>	<p>consulates and borders</p>
<p>Training to ensure an effective use of the SIS by borders guards and staff of authorities responsible for activities linked with border control (in particular activities of consular offices in third countries and immigration checks in the territory of Member States)</p>	<p><u>Article 4§2(d)</u>: promotion of real time consultation of data at borders crossings // <u>general objective</u>: efficient management of flows</p>	<p>Number and range of courses organised and number of participants Number and share of staff in jobs which should exploit the SIS who are trained to use the system</p>	<p>Reliable and consistent use by SIS users Exploitation of the SIS to its fullest potential</p>	<p>Increased knowledge base for operational decision making</p>
<p>Investments linked to establishing an effectively functioning VIS at national level at all visa issuing consular offices and all border crossing points</p> <p>[specific priority 1:co-financing possible up to 75%]</p>	<p><u>Article 4§2(d)</u>: promotion of real time consultation of data at borders crossings // <u>general objective</u>: efficient management of flows</p>	<p>Number of consular offices connected to the national VIS system; Number of external border crossing points connected to the national VIS system; Proportion of Schengen visa holders undergoing biometric verification at the external border Number of fingerprint scanners available for use at consular offices Number of passport readers in use at external borders</p>	<p>Reduction of visa shopping; Identification of persons at the external border presenting visas which were not issued them; Identification of forged visas at the border; Identification of those who previously applied for a visa, but arrive at the border without documents. Identification of those encountered in the Schengen area not having any documentation to indicate their status.</p>	<p>Better integration of the immigration control processes at consulates and borders.</p>
<p>Training of border guards and consular staff to ensure an effective use of the VIS</p>	<p><u>Article 4§2(d)</u>: promotion of real time consultation of data at borders crossings // <u>general objective</u>: efficient management of flows</p>	<p>Number and range of courses organised and number of participants. Number and share of staff in jobs which should exploit the VIS who are trained to use the system.</p>	<p>Reliable and consistent use of the VIS at Consulates. Exploitation of the VIS to its fullest potential at the borders.</p>	<p>Increased border security.</p>

**INTERVENTION LOGIC AND EVALUATION FRAMEWORK EXTERNAL BORDERS FUND
PRIORITY 5**

Support for the effective and efficient application of relevant Community legal instruments in the field of external borders and visas, in particular the Schengen Borders Code and the European Code on Visas.

Key possible actions	Cross reference basic act	Indicators for the key possible action		
		Output	Results	Impact
Implementation of recommendations, operational standards and best practices resulting from operational cooperation between Member States	<u>Article 4(1)(a)</u> // <u>general objective</u> : efficient organisation of control (checks and surveillance)	Number and type of recommendations, standards, best practices adopted	Number of common standards used by border guards	More coherent application of EU rules and standards in border control
Implementation of the common core curriculum [<u>specific priority 1</u> : co-financing possible up to 75%]	<u>Article 4(3)(a)</u> : gradual establishment of uniform education, training and qualifications of border guards // <u>general objective</u> uniform application of provisions of Community law	Number and range of courses organised Number and share of the staff in jobs which benefit from the core curriculum educated and trained Number and share of the staff in jobs which benefit from the core curriculum receiving qualification as a result	Proportion of border guards interpreting Community law in a uniform way	More coherent application of EU rules and standards in border control
Dissemination on the Schengen Borders Code and the common Practical Handbook for border guards	<u>Article 4(3)(a)</u> // <u>Article 4(3)(e)</u> : promotion of the use of the common Practical Handbook <u>general objective</u> uniform application of provisions of Community law	Number of Handbooks and/or Codes distributed Number of information sessions organised Number of other promotional material produced and distributed	Increase in proportion of border guards understanding and interpreting Community law in a uniform way; increased number of border guards consulting more actively the Handbook and/or the Code	More coherent application of EU rules and standards in border control
Training for border guards on Community law established 62(2)(a) EC treaty , in particular the application of the Schengen Borders Code and the use of the common Practical Handbook for border	<u>Article 4(3)(a)</u> // <u>Article 4(3)(e)</u> : promotion of the use of the common Practical Handbook // <u>general objective</u> uniform application of provisions of Community law	Number and scope of courses organised and number of participants Number and share of the staff of border guards educated and trained Increased number of border guards	Good knowledge of the applicable rules by border guards	More coherent application of EU rules and standards in border control

guards		consulting more actively the Handbook and/or the Code		
Programme for exchanges and secondment of border guards with key partners in the EU	<u>Article 4(3)(b)</u> : support and increase of the exchange and secondment of border guards, complementary to the guidelines and activities of FRONTEX // <u>general objectives</u> : efficient organisation of tasks of border guards; uniform application of provisions of Community law	Number and share of the staff who have been seconded to another Member State and duration of the secondment Number and share of the border guards who have taken part in a staff exchange	Increase in proportion of border guards aware of different practices and experiences in other Member States	More coherent application of EU rules and standards in border control
Dissemination of information to the public on the Community Code on Visas and the Common Consular Instructions	<u>general objective</u> : improvement of the management of consular and other pre-frontier activities	Number and scope of information sessions/ public campaigns organised Creation of websites Other promotional material produced and distributed	Relevance, quality and accessibility of the information seeking to explain visa applicants the visa issuing process Better knowledge of visa applicants of their rights and obligations Decrease in visa shopping	Improved image of the Community
Training for consular staff on the application of common visa policy , in particular on the application of the Community Code on Visas and the Common Consular Instructions and the future Handbook	<u>general objective</u> : improvement of the management of consular and other pre-frontier activities	Number and scope of courses organised and number of participants Number and share of staff in jobs which apply the common visa policy who are trained Number of sessions open to staff from other Member States	Good knowledge of the applicable rules in consular offices Decrease in visa shopping	Equal and fair treatment of visa applicants Better implementation of common visa policy Improved image of the Community
Enhance the quality of the national input into the common integrated risk analysis [Specific priority 2:co-financing possible up to 75%]	<u>general objective</u> : support for efficient organisation of tasks of border guards	Number and share of the staff in jobs which benefit from the risk analysis trained and educated in collecting and analysing intelligence Number and quality of reporting at national level by different border crossing points Number and quality of language training to intercept intelligence Number and quality of reporting	Enhanced extent of awareness of risks and threats Capacity building for operational coordination (facilitating potential cooperation) between Member States and with FRONTEX	Increased knowledge base for operational decision making

		from the national level to FRONTEX		
Exchange of information between border authorities and transport industry to ensure compliance of carriers with obligations under Directive 2001/51/EC, including on the humanitarian dimension	Article 4§4(b) and (c) // <u>general objective</u> : improvement of the management of consular and other pre-frontier activities; efficient organisation of tasks of border guards; uniform application of Community law	Number and scope of exchanges organised and number of participants Number of representatives of carriers / transport industry Number of systems developed and upgraded	Enhanced capacity within the transport industry to intercept undocumented third country nationals Enhanced awareness of international human rights obligations Better knowledge base for operational decision making as delegated to the transport industry Enhanced acceptance of carriers liability regimes by the transport industry	More coherent application of EU rules and standards
Pilot projects testing and applying new codes of conduct or memoranda of understanding between border authorities and transport industry	Article 4§4(b) and (c) // <u>general objectives</u> : improvement of the management of consular and other pre-frontier activities; efficient organisation of tasks of border guards; uniform application of Community law	Number and scope of pilot projects implementing new codes of conduct or memoranda of understanding Number and scope of operations carried out in cooperation between authorities and transport industry	Number of cases of undocumented third country nationals intercepted and examined Reduction of penalties imposed by Member States under Article 4 of Directive 2001/51 Fewer contentious penalties imposed Better co-operation between authorities and transport industry Enhanced acceptance of carriers liability regimes by the transport industry	Increased border security
Training for staff of carriers on practical compliance with Community law relating to carriers liability	Article 4§4(b) and (c) // <u>general objectives</u> : improvement of the management of consular and other pre-frontier activities; efficient organisation of tasks of border guards; uniform application of Community law	Number and scope of courses organised and number of participants	Good knowledge of applicable rules Enhanced capacity to comply with Community law Better knowledge base for operational decision making as delegated to the transport industry	More coherent application of EU rules and standards

			Enhanced acceptance of carriers liability regimes by the transport industry	
Trainings and exchanges of best practices and experiences between immigration liaison officers of different Member States	<u>Article 4§4(a)</u> : reinforcement of the operational capacity of the network of immigration liaison officers and promotion of amore effective co-operation through the network between the Member States' services; // <u>general objective</u> : improvement of the management of consular and other pre-frontier activities; efficient organisation of tasks of border guards	Number and range of courses organised and number of participants Number and range of exchanges of information and number of participants Number of different Member States participating in courses Number of different Member States participating in exchanges	Increased proportion of immigration liaison officers being aware of common and best practices and experiences in other Member States Increased exchange of information between Member States that may result in more intelligence-led joint operations Better pre-frontier checks More operational cooperation in pre-frontier checks Increased number of operations against human smuggling and trafficking	Better knowledge base for operational decision making Increased border security Enhanced information exchange and co-operation between authorities involved in migration issues and the fight against human smuggling and trafficking
Extending the network of immigration liaison officers , in particular in key third countries and with a view to representing (also) the interests of other Member States than the sending Member State	<u>Article 4(4)(a)</u> : reinforcement of the operational capacity of the network of immigration liaison officers and promotion of amore effective co-operation through the network between the Member States' services; // <u>general objective</u> : improvement of the management of consular and other pre-frontier activities	Number of new deployments of liaison immigration officers, duration of deployment and scope of activities; Number of continued deployments of existing liaison immigration officers, Duration of deployment and scope of activities; Number of immigration liaison officers deployed by the Member State in key third countries representing (also) the interests of other Member States, duration of this deployment and scope of activities	Increased capacity of the network of immigration liaison officers Enhanced access of the Member States not present in the third countries concerned to information gathered Reduction in illegal entries Better access to information for pre-frontier operational decision making. Better pre-frontier checks and operational cooperation between Member States States Increased number of operations against human smuggling and trafficking	Better knowledge base for operational decision making Increased border security Enhanced information exchange and co-operation between authorities involved in migration issues and the fight against human smuggling and trafficking

Annex 3 to SOLID-2007-27

INTERVENTION LOGIC AND EVALUATION FRAMEWORK INTEGRATION FUND

PRIORITY 1

Implementation of actions aimed at putting the "Common Basic Principles for immigrant integration policy in the European Union" into practice

Key possible actions	Cross reference basic act	Indicators for the key possible action		
		Output	Outcomes	Impact
1) Developing or improving admission systems and procedures which allow better integration processes , inter alia by developing in depth analysis, data bases and lists in the countries of origin, intermediary services or agencies and platforms of consultation and exchange of information involving relevant stakeholders of both MS and countries of origin.	<i>Art. 4, 1 a) Facilitate the development and implementation by Member States of admission procedures, inter alia by supporting consultation processes with relevant stakeholders and expert advice or information exchanges on approaches which target specific nationalities or categories of third-country nationals;</i> <i>b) render the implementation of admission procedures more effective and accessible to third-country nationals, inter alia by using user-friendly Communication and Information Technology, information campaigns and selection procedures.</i>	<ul style="list-style-type: none"> - Quantity and quality of data collected in research reports - New software used - Number and quality of workers lists created - Agencies or intermediation services established - Numbers and types of consultative platforms and expert groups meetings organised - Numbers and categories of stakeholders involved in the consultation process (e.g. experts, TCNs, NGOs and civil society representatives, national, regional, local level) - Number and types of improvements made to programmes and activities 	<ul style="list-style-type: none"> - Knowledge of admission procedures which facilitate integration improved - Capacity of the Member State to adjust admission procedures to integration needs strengthened - Cooperation with countries of origin in order to manage immigration policies which facilitate integration processes strengthened - Quality of admission procedures improved 	<ul style="list-style-type: none"> - Starting position for TCNs for their integration processes enhanced - Management of immigration and integration policies improved
2) Setting up, improving and developing language tuition, vocational training and civic orientation courses in the countries of origin	<i>Art. 4, 1 c) Prepare TCNs for their integration into host society in a better way by supporting pre-travel measures which enable them to acquire knowledge and skills necessary for their integration, such as vocational training, information packages, comprehensive civic orientation courses and language</i>	<ul style="list-style-type: none"> - Number and type of pre-travel projects and measures established - Number of pre-travel measures improved - Number of language/vocational training/civic orientation courses implemented - Number and categories of TCNs who benefit from language/vocational training/civic orientation courses 	<ul style="list-style-type: none"> - Percentage of newly arrived able to speak the host country language increased - Share of newly arrived with knowledge of the host society increased - Proportion of newly arrived able to apply their 	<ul style="list-style-type: none"> - Starting position for TCNs for their integration processes enhanced - Understanding of host society's culture and values improved

	<i>tuition in the country of origin.</i>	- Number and types of improvements made to programmes and activities	new skills increased - Number of TCNs who entered the country following pre-departure measure increased	
3) Organising language and civic orientation courses for newly arrived TCNs	<i>Art. 4, 2 a) set up programmes and activities aiming at introducing newly arrived TCNs to host society and enabling them to acquire basic knowledge about the host society's language, history, institutions, socio- economic features, cultural life and the fundamental norms and values, as well as complement such existing programmes and activities.</i>	- Number and type of introduction programmes created - Number and type of courses organised - Number and categories of TCNS attending courses	- Knowledge of TCNS about the host society's language, history, institutions, socio-economic features, cultural life and the fundamental norms and values improved	- Starting position for TCN's for their integration processes enhanced - Understanding of host society's culture and values improved
4) Setting up information and advisory centres or counselling services for job seeking, translation, legal assistance and information on access to social services and economic provisions.	<i>Art. 4, 2 a) set up programmes and activities aiming at introducing newly arrived TCNs to host society and enabling them to acquire basic knowledge about the host society's language, history, institutions, socio- economic features, cultural life and the fundamental norms and values, as well as complement such existing programmes and activities.</i>	- Number and type of advisory centres created - Number and categories of TCNs addressing themselves to centres - Number and type of information received	- Information and knowledge received by TCNs increased	- TCNs integration processes and access to access to services, employment, education in the host society facilitated
5) <u>Developing and improving flexible introductory programmes and activities to enable third-country nationals to work or study at the same time, e.g. part time courses, fast track modules, distance or E learning systems.</u> <u>Specific priority 3</u> Actions developing innovative introduction programmes and activities, such as those enabling third-country nationals to work or study at the	<i>Art. 4, 2 a) set up programmes and activities aiming at introducing newly arrived TCNs to host society and enabling them to acquire basic knowledge about the host society's language, history, institutions, socio- economic features, cultural life and the fundamental norms and values, as well as complement such existing programmes and activities.</i>	- Number and type of programs created or improved - Number and categories of TCNs participating in introductory courses increased - Number and categories of TCNs satisfied with courses effective accessibility (surveys) - Number and types of assessments of specific needs - Number and types of improvements made to programmes and activities - Numbers and categories of civil society representatives and stakeholders involved	- Share of participants attending and successfully completing programmes and activities increased - Knowledge of TCNS about the host society's language, history, institutions, socio-economic features, cultural life and the fundamental norms and values improved	- Starting position for TCN's for their integration processes enhanced - Understanding of host society's culture and values improved

<p>same time, e.g. part time courses, fast track modules, distance or E learning systems.</p>		<p>(e.g. experts, NGOs, local / regional level organisations) - Number and types of improvements made to programmes and activities to involve the society as a whole</p>		
<p>6) Setting up or reinforcing introduction programmes and activities that address specific target groups</p> <p>Specific priority 2 Actions, including introduction programmes and activities, whose main and targeted objective is to address specific needs of particular groups, such as women, youth and children, the elderly, illiterate persons with disabilities.</p>	<p><i>Art 4, 2 c) reinforce the capacity of such programmes and activities to reach out to particular groups, such as dependants of persons subject to admission procedures, children, women;</i> <i>d) increase the flexibility of such programmes and activities, in particular through part time courses, fast track modules, distance or E-learning systems or similar models, enabling third-country nationals to complete the programmes and activities while at the same time working or studying;</i> <i>e) develop and implement such programmes or activities, targeted at young TCNs, with specific social and cultural challenges related to identity issues</i></p>	<p>- Number of introductory programmes addressing specific target groups created or improved - Number of women, youth and children, the elderly, illiterate persons with disabilities who benefit from introductory courses increased - Specific needs of TCNs assessed</p>	<p>- Language competences and skills of specific target groups of TCNs improved - Share of participants accessing and successfully completing programmes and activities increased - Improved knowledge of specific groups of TCNs about the host society's language, history, institutions, socio-economic features, cultural life and the fundamental norms and values improved - Satisfaction rate of specific groups of TCNs increased</p>	<p>- - - Starting position for TCN's for their integration processes enhanced - Understanding of host society's culture and values improved</p>
<p>7) Setting up activities that address highly qualified and qualified TCNs specific needs</p>	<p><i>Art. 4, 2 f) develop such programmes or activities encouraging the admission and supporting the integration process of highly qualified and qualified TCNs</i></p>	<p>- Number of projects addressing highly qualified and qualified TCNs - Number of highly qualified and qualified TCNs involved - Specific needs of highly qualified and qualified TCNs assessed</p>	<p>- Language competences and skills of highly qualified and qualified TCNs improved - Satisfaction rate of highly qualified and qualified TCNs increased - Highly qualified and qualified TCNs admission to MS facilitated - Highly qualified and qualified TCNs integration processes enhanced</p>	<p>- Starting position for TCNs for their integration processes enhanced</p>

<p>8) Organising information campaigns and establishing intermediary agencies which facilitate TCNs access to public goods and services in a non discriminatory way, also directly involving cultural mediators, TCNs and representatives of the host society or non governmental organisations.</p> <p>Specific priority 5 Actions addressing effective ways of raising awareness and actively involving the host society in the integration process.</p>	<p><i>Art. 4, 3 a) improve the access of third-country nationals to public and private goods and services, inter alia by intermediary services, interpretation and translation services and by improving the staff's intercultural capacities</i></p>	<ul style="list-style-type: none"> - Number and type of information campaigns - Number and type of agencies established - Number and categories of TCNs touched by information campaign - Number of cultural mediators and/or qualified personnel and or stakeholder employed 	<ul style="list-style-type: none"> - Improved access of TCNs to public goods and services - Fostered TCNs non discriminatory access to goods and services - Awareness raised on TCNs for their rights and duties - Equal opportunity and non discrimination policies toward TCNs fostered - TCNs access to goods and services enhanced - Quality of goods and services increased 	<ul style="list-style-type: none"> - TCNs' integration processes and access to services, employment, education in the host society facilitated
<p>9) Setting up/developing structures and mechanism of consultation of TCNs representatives and associations, such as intercultural and / or inter-religious platforms of dialogue</p> <p>Specific priority 1 Actions involving the participation of third country nationals in the formulation and implementation of integration policies and measures</p> <p>Specific priority 4 Actions aimed at encouraging mutual interaction and exchange, such as developing intercultural dialogue, in view, in particular, of resolving any potential conflict caused by differences in cultural or religious practices, so as to ensure the better integration of third country nationals in the societies, values</p>	<p><i>Art. 4, 3 g) contribute to the two-way process underlying integration policies by developing platforms for consultation of third-country nationals, exchange of information between stakeholders and intercultural, inter-faith and religious dialogue platforms between communities and/or between communities and policy and decision making authorities.</i></p>	<ul style="list-style-type: none"> - Number and type of platforms of consultation created or developed - Number and categories of TCNs participating in consultation processes - Number and type of decision undertaken after consulting TCNs representatives 	<ul style="list-style-type: none"> - Participation of TCNs in the planning and implementing of integration policies enhanced and increased - Adjustments undertaken to improve integration policies and measures - Mutual knowledge on different cultures and religions enhanced - Occasions for exchange on intercultural issues increased - More efficient and effective integration policies - Responsiveness to and take-up of TCNs instances in integration policies and measures increased - Understanding of integration as a two way process of mutual 	<ul style="list-style-type: none"> - Starting position for TCNs for their integration processes enhanced - Mutual understanding of diverse societies' cultures and values improved

and ways of life of Member States			accommodation enhanced	
<p>10) Setting up information campaigns, addressed to journalists, and awareness raising campaigns, to be diffused to the whole society by various means (i.e. tv, videos, newspapers) on TCNs integration issues</p> <p>Specific priority 5 Actions addressing effective ways of raising awareness and actively involving the host society in the integration process.</p>	<p><i>Art. 4, 3 j) increase the acceptance of migration in host societies as well as the acceptance of integration measures through awareness-raising campaigns, particularly in the media.</i></p>	<ul style="list-style-type: none"> - Number and type of campaigns organised - Number of journalists and media operators involved - Number and categories of population touched - Number and type of material produced and diffused 	<ul style="list-style-type: none"> - Awareness on the host society on integration issues raised - Knowledge on the real problems faced by TCNs and the host society in their daily life improved - Knowledge of TCNs on their rights and duties improved 	<ul style="list-style-type: none"> - Mutual understanding of diverse societies cultures and values improved

PRIORITY 2

Development of indicators and evaluation methodologies to assess progress, adjust policies and measures and to facilitate co-ordination of comparative learning

Key possible actions	Cross reference basic act	Indicators for the key possible action		
		Output	Outcomes	Impact
1) Developing of evaluation studies and representative surveys among TCNs on admission procedures and/or pre-departure measures and/or introductory programs	<i>Art. 4, 3, e) contribute to the evaluation of admission procedures or the programmes and activities referred to in paragraph 2 by supporting representative surveys among third-country nationals having benefited from them and/or among relevant stakeholders, such as enterprises, non-governmental organisations and regional or local authorities</i>	<ul style="list-style-type: none"> - Number and types surveys conducted - Number and categories of TCNs involved - Number and type of reports containing information and recommendations produced - Number and types of exchange meetings organised - Numbers and categories of stakeholders involved in the consultation / exchange process 	<ul style="list-style-type: none"> - Knowledge by MS and third countries of the relevance, effectiveness and efficiency of admission procedures and identification of good practices and obstacles to integration improved - Number and types of adjustments to admission procedures due to information collection and exchange undertaken - Quality of admission procedures improved 	<ul style="list-style-type: none"> - Management of immigration and integration policies improved - Knowledge base on integration processes enhanced
2) Supporting research on indicators and benchmarking for measuring the progress of immigration and integration policies and measures. Developing monitoring tools and evaluation schemes for integration policies and measures.	<i>Art. 4, 3, e) contribute to the evaluation of admission procedures or the programmes and activities referred to in paragraph 2 by supporting representative surveys among third-country nationals having benefited from them and/or among relevant stakeholders, such as enterprises, non-governmental organisations and regional or local authorities; h) develop indicators and benchmarking for measuring the progress at national level; i) develop high quality monitoring</i>	<ul style="list-style-type: none"> - Number and quality of researches and analysis published and diffused - Number and quality of surveys supported and undertaken - Number and quality of monitoring tools and indicators elaborated - Number of quantitative and qualitative data collected 	<ul style="list-style-type: none"> - Common instruments for monitoring processes of integration and evaluating integration policies improved - Knowledge immigration and integration policies improved - Number and types of adjustments to admission procedures due to information collection and exchange undertaken - Common indicators and index develop 	<ul style="list-style-type: none"> - Management of immigration and integration policies improved - Knowledge base on integration processes enhanced

	<i>tools and evaluation schemes for integration policies and measures</i>		- Quality of immigration and integration policies improved	
<p>3) Developing indicators and evaluation methodologies to assess introductory programmes, inter alia the use of sanctions and/or incentives, the most effective ways of enhancing the quality of these courses and increasing the attendance, accessibility and flexibility</p> <p>Specific priority 3 Actions developing innovative introduction programmes and activities, such as those enabling third-country nationals to work or study at the same time, e.g. part time courses, fast track modules, distance or E learning systems.</p>	<p><i>Art. 4, 3, e) contribute to the evaluation of admission procedures or the programmes and activities referred to in paragraph 2 by supporting representative surveys among third-country nationals having benefited from them and/or among relevant stakeholders, such as enterprises, non-governmental organisations and regional or local authorities;</i></p> <p><i>h) develop indicators and benchmarking for measuring the progress at national level;</i></p> <p><i>i) develop high quality monitoring tools and evaluation schemes for integration policies and measures</i></p>	<ul style="list-style-type: none"> - Numbers and quality of indicators and evaluation methodologies and monitoring measures supported - Number of quantitative and qualitative data collected - Number and type of reports published and recommendations diffused 	<ul style="list-style-type: none"> - Knowledge on introductory programs strengths and weaknesses improved - Number and types of adjustments to introductory programs undertaken - Access to introductory programmes enhanced - Common instruments for monitoring introductory programs improved - Knowledge immigration and integration policies improved - Common indicators and index developed 	<ul style="list-style-type: none"> - Management of immigration and integration policies improved - Knowledge base on integration processes enhanced
<p>4) Developing indicators and evaluation methodologies to assess to what extent introductory programmes are targeted and adjusted to specific target groups.</p> <p>Specific priority 2 Actions, including introduction programmes and activities, whose main and targeted objective is to address specific needs of particular groups, such as women, youth and children, the elderly, illiterate persons with disabilities.</p>	<p><i>Art. 4, 3, e) contribute to the evaluation of admission procedures or the programmes and activities referred to in paragraph 2 by supporting representative surveys among third-country nationals having benefited from them and/or among relevant stakeholders, such as enterprises, non-governmental organisations and regional or local authorities;</i></p> <p><i>f) introduce and implement schemes to gather and analyse information about the needs of different categories of third-country nationals at local or regional level by involving platforms for consultation of third-country nationals and for exchange</i></p>	<ul style="list-style-type: none"> - Numbers and quality of indicators and evaluation methodologies and monitoring measures supported - Number and quantitative and qualitative data collected - Number and type of reports published and recommendations diffused 	<ul style="list-style-type: none"> - Knowledge on introductory programs strengths and weaknesses improved - Number and types of adjustments to introductory programs undertaken to adjust to the needs of specific target groups - Access to introductory programmes by women, youth and children, the elderly, illiterate persons with disabilities enhanced 	<ul style="list-style-type: none"> - Management of immigration and integration policies improved - Knowledge base on integration processes enhanced

	<p><i>of information between stakeholders and by conducting surveys among immigrant communities on how best to respond to those needs.</i></p> <p><i>h) develop indicators and benchmarking for measuring the progress at national level;</i></p> <p><i>i) develop high quality monitoring tools and evaluation schemes for integration policies and measures</i></p>			
<p>5) Undertaking studies and surveys to evaluate the extent of the access of TCNs in public and private institutions</p>	<p><i>Art. 4, 3 h) develop indicators and benchmarking for measuring the progress at national level</i></p>	<ul style="list-style-type: none"> - Number and quality of surveys realised - Numbers and quality of information collected - Number and quality of reports published and recommendations diffused - Number and categories of TCNs involved 	<ul style="list-style-type: none"> - Number and types of adjustments to integration measures undertaken - Knowledge and understanding on access of TCNs in public and private institutions improved - Equal opportunity and non discrimination policies fostered - Integration policies and access to public and private institutions enhanced - Quality of goods and services increased 	<ul style="list-style-type: none"> - Knowledge base on integration processes enhanced
<p>6) Conducting surveys among immigrant communities to assess specific target groups integration needs, involving different stakeholders in the consultation and exchange process Specific priority 1 Actions involving the participation of third country nationals in the formulation and implementation of integration policies and measures Specific priority 2 Actions, including introduction</p>	<p><i>Art. 4, 3 f) introduce and implement schemes to gather and analyse information about the needs of different categories of third-country nationals at local or regional level by involving platforms for consultation of third-country nationals and for exchange of information between stakeholders and by conducting surveys among immigrant communities on how best to respond to those needs.</i></p>	<ul style="list-style-type: none"> - Number and quality of surveys realised - Numbers and quality of information collected - Number and quality of reports published and recommendations diffused - Number and categories of TCNs involved in the evaluation processes - Number and type of best practices and models of integration measures exchanged and diffused 	<ul style="list-style-type: none"> - Knowledge on how integration policies are adjusted to specific needs of particular groups - Number and types of adjustments to integration policies and measures undertaken to adjust to the needs of specific target groups - Access to goods and services of women, youth and children, the elderly, illiterate persons with 	<ul style="list-style-type: none"> - Knowledge base on integration processes enhanced

<p>programmes and activities, whose main and targeted objective is to address specific needs of particular groups, such as women, youth and children, the elderly, illiterate persons with disabilities.</p>			<p>disabilities improved</p>	
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PRIORITY 3

Policy capacity building, coordination and intercultural competence building in the Member States across the different levels and departments of government

Key possible actions	Cross reference basic act	Indicators for the key possible action		
		Output	Outcomes	Impact
1) Training of officials and staff working in agencies or services responsible for admission policies/giving information/assessing TCNs qualifications	<i>Art. 4, 1 a) Facilitate the development and implementation by Member States of admission procedures, inter alia by supporting consultation processes with relevant stakeholders and expert advice or information exchanges on approaches which target specific nationalities or categories of third-country nationals; b) render the implementation of admission procedures more effective and accessible to third-country nationals, inter alia by using user-friendly Communication and Information Technology, information campaigns and selection procedures</i>	<ul style="list-style-type: none"> - Number and type of training courses organised - Number and categories of participants involved - Number and quality of information and material produced 	<ul style="list-style-type: none"> - Capacity of officials in managing admission policies, giving information and assessing TCNs qualifications improved - Intercultural competences of officials developed- Quality of admission procedures increased 	<ul style="list-style-type: none"> - Management of immigration and integration policies improved
2) Establishing platforms of exchange and consultation involving national and local authorities and stakeholders from both MS and countries of origin in order to improve policy capacity building and intercultural competences of both parts on immigration and integration policy	<i>Art. 4, 1 a) Facilitate the development and implementation by Member States of admission procedures, inter alia by supporting consultation processes with relevant stakeholders and expert advice or information exchanges on approaches which target specific nationalities or categories of third-country nationals; b) render the implementation of admission procedures more effective and accessible to third-country nationals, inter alia by using</i>	<ul style="list-style-type: none"> - Number and type of platforms established - Number of meetings organised - Number and categories of participants involved 	<ul style="list-style-type: none"> - Capacity building and intercultural competences of officials and stakeholders enhanced - Knowledge on immigration and integration procedures and measures increased - Collaboration among national, local authorities and stakeholders of MS and countries of origin enhanced 	<ul style="list-style-type: none"> - Management of immigration and integration policies improved - Knowledge base on integration processes enhanced

	<i>user-friendly Communication and Information Technology, information campaigns and selection procedures; c) Prepare TCNs for their integration into host society in a better way by supporting pre-travel measures which enable them to acquire knowledge and skills necessary for their integration, such as vocational training, information packages, comprehensive civic orientation courses and language tuition in the country of origin</i>			
3) Establishing or reinforcing networks of coordination across different levels and departments of government to implement, monitor and evaluate integration strategies, also involving different stakeholders	<i>Art 3, d) exchange of information, best practices and cooperation in and between Member States in developing, implementing, monitoring and evaluating policies and measures for the integration of third-country nationals</i>	<ul style="list-style-type: none"> - Number and type of mechanisms of coordination and networks created or improved - Number and types of meetings organised - Number and categories of officials and stakeholders involved both at national and local level 	<ul style="list-style-type: none"> - Coordination across different levels and departments of government enhanced - Capacity of stakeholders at national and local in managing immigration and integration policies improved - Information on different perspectives of policy making diffused - Mainstreaming of integration policies reinforced - Collaboration among national, local authorities and stakeholders enhanced 	<ul style="list-style-type: none"> - Management of immigration and integration policies improved - Knowledge base on integration processes enhanced
4) Intercultural and inter-religious courses for officials, policy makers and practitioners responsible for integration policies, including spiritual/political leaders Specific priority 4 Actions aimed	<i>Art. 4, 3, c) develop and implement intercultural training, capacity building and diversity management, training of staff within public and private service providers, including educational institutions</i>	<ul style="list-style-type: none"> - Number and type of training courses organised - Number and type of officials, stakeholders, practitioners, spiritual/political leaders involved - Number and type of information and training material produced 	<ul style="list-style-type: none"> - Capacity building and intercultural competences enhanced - Knowledge on intercultural issues and diversity management increased - More efficient and 	<ul style="list-style-type: none"> - Management of immigration and integration policies improved - Knowledge base on integration processes enhanced

<p>at encouraging mutual interaction and exchange, such as developing intercultural dialogue, in view, in particular, of resolving any potential conflict caused by differences in cultural or religious practices, so as to ensure the better integration of third country nationals in the societies, values and ways of life of Member States</p>			<p>effective integration policies</p> <ul style="list-style-type: none"> - Responsiveness to and take-up of TCNs instances in integration policies and measures increased - Reciprocal comprehension by both hosting society and TCNs increased - Understanding of integration as a two way process of mutual accommodation enhanced 	
<p>5) Training of staff working in the education sector or in services dealing in particular with specific TCNs groups with diversity in society, such as in particular cultural mediators</p> <p>Specific priority 2 Actions, including introduction programmes and activities, whose main and targeted objective is to address specific needs of particular groups, such as women, youth and children, the elderly, illiterate persons with disabilities.</p>	<p><i>Art. 4, 3 a) improve the access of third-country nationals to public and private goods and services, inter alia by intermediary services, interpretation and translation services and by improving the staff's intercultural capacities;</i></p>	<ul style="list-style-type: none"> - Number and type of training courses organised - Number and type of staff, cultural mediators practitioners attending courses - Number and type of training material produced and diffused 	<ul style="list-style-type: none"> - Intercultural knowledge and capacities of staff improved - Knowledge on intercultural issues and diversity management increased - Knowledge and information on needs of specific target groups diffused - Access of women, youth and children, the elderly, illiterate persons with disabilities to public and private good, services and education enhanced - Discrimination phenomena reduced - Quality of goods and services increased - Understanding of integration as a two way process of mutual accommodation enhanced 	<ul style="list-style-type: none"> - Management of immigration and integration policies improved - Knowledge base on integration processes enhanced
<p>6) Supporting networks at national and/or local level of</p>	<p><i>Art. 4, 3 b) Build sustainable organisational structures for</i></p>	<ul style="list-style-type: none"> - Networks or coordination structures created or improved 	<ul style="list-style-type: none"> - Participation of TCNs in civil and cultural life 	<ul style="list-style-type: none"> - Management of immigration and

<p>different stakeholders which promote participation on TCNs in civil and cultural life</p>	<p><i>integration and diversity management, promote durable and sustainable participation in civil and cultural life, and develop modes of cooperation between different relevant stakeholders enabling officials at various levels to swiftly gain information about experiences and practices else where and, where possible, to pool resources;</i></p>	<ul style="list-style-type: none"> - National and Local stakeholders involved - Number and type of TCNs involved 	<p>increased</p> <ul style="list-style-type: none"> - Cooperation between different relevant stakeholders fostered - Information and knowledge of experiences and best practices exchange and diffused - Quality of immigration and integration policies and processes enhanced - Cooperation between national and local stakeholders improved - Mutual comprehension of civic and cultural values and by host society and TCNs increased - Understanding of integration as a two way process of mutual accommodation enhanced 	<p>integration policies improved</p> <ul style="list-style-type: none"> - Knowledge base on integration processes enhanced
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INTERVENTION LOGIC AND EVALUATION FRAMEWORK INTEGRATION OF THIRD COUNTRY NATIONALS

PRIORITY 4

Exchange of experience, good practice and information on integration between Member States

Key possible actions	Cross reference basic act	Indicators for the key possible action		
		Output	Outcomes	Impact
<p>1) Bilateral or multilateral networks for the exchange of best practices, experiences and information on admission procedures/pre-departure measures/introductory programs which facilitate integration processes</p>	<p><i>Art 3, d) exchange of information, best practices and cooperation in and between Member States in developing, implementing, monitoring and evaluating policies and measures for the integration of third-country nationals</i></p>	<ul style="list-style-type: none"> - Number and type of networks established - Number and type of stakeholders of different MS involved - Number and type of information diffused and best practices exchanged 	<ul style="list-style-type: none"> - Knowledge on best practices and experiences on immigration policies and measures which facilitate integration processes improved - Exchange of best practices increased - Transnational awareness on integration issues increased 	<ul style="list-style-type: none"> - Transnational cooperation, partnership and mutual learning enhanced - Knowledge base on integration processes enhanced
<p>2) Joint coordinated actions on pre-departure projects implemented in countries of origin, involving regions, local authorities and different stakeholders</p>	<p><i>Art 3, d) exchange of information, best practices and cooperation in and between Member States in developing, implementing, monitoring and evaluating policies and measures for the integration of third-country nationals</i></p>	<ul style="list-style-type: none"> - Number and type of joint projects of pre-departures courses and activities - Number and type of different stakeholders and levels of government involved - Number of TCNs who benefit from language/vocational training/civic orientation courses - Number and types of improvements made to programmes and activities 	<ul style="list-style-type: none"> - Knowledge on best practices and experiences on pre-departure measures implemented in countries of origin improved and relevant information exchanged and diffused - Percentage of newly arrived which are able to speak the host country language increased - Share of newly arrived with basic knowledge of the host society increased - Transnational awareness on integration issues increased - Proportion of newly 	<ul style="list-style-type: none"> - Transnational cooperation, partnership and mutual learning enhanced

			<p>arrived who are able to apply their new skills/use the new information received increased</p> <ul style="list-style-type: none"> - Number of TCNs who entered the country following the attendance to - Exchange of best practices increased 	
<p>3) Exchange of information and best practices, as well as joint pilot projects implemented between regional and local authorities from at least two MS, on how to improve access to public and private goods and services and promoting TCNs participation in civil and cultural life</p>	<p><i>Art 3, d) exchange of information, best practices and cooperation in and between Member States in developing, implementing, monitoring and evaluating policies and measures for the integration of third-country nationals</i></p>	<ul style="list-style-type: none"> - Number and type of networks created - Number and type of pilot projects implemented - Number and type of stakeholders involved - Number and type of information/ best practices/recommendations diffused - Number and types of improvements made to programmes and activities 	<ul style="list-style-type: none"> - Mutual learning on TCNs access to public and private goods and services and participation in civil and cultural life enhanced - Knowledge on different MS access to public and private goods and services and TCNs rate of participation in civil and cultural life improved - Exchange of best practices and mutual learning increased- Quality of integration policies improved - Access to public and private goods and services by TCNs improved Durable and sustainable TCNs participation in civil and cultural life enhanced- Transnational awareness on integration issues increased 	<ul style="list-style-type: none"> - Transnational cooperation, partnership and mutual learning enhanced - Knowledge base on integration processes enhanced - Management of immigration and integration processes enhanced
<p>4) Establishing bilateral or multilateral networks involving national and local level</p>	<p><i>Art 3, d) exchange of information, best practices and cooperation in and between Member States in</i></p>	<ul style="list-style-type: none"> - Number and type of bilateral or multilateral networks established - Number and type of representatives of 	<ul style="list-style-type: none"> - Modes of cooperation between different stakeholders improved 	<ul style="list-style-type: none"> - Transnational cooperation, partnership and mutual learning

<p>stakeholders for exchange of information and best practices on organisational structures for integration and diversity management, modes of cooperation between different stakeholders, pool resources, implement intercultural training and capacity building of staff within public and private sectors providers</p>	<p><i>developing, implementing, monitoring and evaluating policies and measures for the integration of third-country nationals</i></p>	<p>regions, local authorities and other stakeholders involved - Number and type of information/ best practices/recommendations diffused - Number and types of improvements made to programmes and activities</p>	<p>- Intercultural knowledge and capacity of staff within public and private sectors providers enhanced - Knowledge on best practices and experiences on integration and diversity management organisational structures exchanged and diffused - Exchange of best practices and mutual learning increased - Quality of integration policies improved - Transnational awareness on integration issues increased</p>	<p>enhanced - Knowledge base on integration processes enhanced</p>
<p>5) Comparative researches and surveys, as well as joint actions on the needs of specific groups of TCNs, in order to exchange information on best practices adopted to respond to those needs</p> <p>Specific priority 2 Actions, including introduction programmes and activities, whose main and targeted objective is to address specific needs of particular groups, such as women, youth and children, the elderly, illiterate persons with disabilities.</p>	<p><i>Art 3, d) exchange of information, best practices and cooperation in and between Member States in developing, implementing, monitoring and evaluating policies and measures for the integration of third-country nationals</i></p>	<p>- Number and type of comparative researches carried on in at least two MS - Number and type of surveys among immigrant communities implemented - Number and type of quantitative and qualitative data collected on needs of specific groups of TCNs</p>	<p>- Knowledge on the needs of specific groups of TCNs improved - Best practices and possible solutions to adopted to respond to those needs elaborated and diffused - Common models on integration policies promoted - Quality of integration policies in order to adjust to different needs of specific TCNs groups improved - Transnational awareness on integration issues increased</p>	<p>- Transnational cooperation, partnership and mutual learning enhanced - Knowledge base on integration processes enhanced</p>
<p>6) Transnational platforms of intercultural and inter-religious dialogue, involving TCNS representatives and different</p>	<p><i>Art 3, d) exchange of information, best practices and cooperation in and between Member States in developing, implementing,</i></p>	<p>- Number and type of transnational platforms for exchange of information and best practices on intercultural and / or inter-religious issues</p>	<p>- Mutual learning on intercultural and inter religion issues enhanced - Knowledge on</p>	<p>- Transnational cooperation, partnership and mutual learning enhanced</p>

<p>stakeholders</p> <p>Specific priority 1 Actions involving the participation of third country nationals in the formulation and implementation of integration policies and measures</p> <p>Specific priority 4 Actions aimed at encouraging mutual interaction and exchange, such as developing intercultural dialogue, in view, in particular, of resolving any potential conflict caused by differences in cultural or religious practices, so as to ensure the better integration of third country nationals in the societies, values and ways of life of Member States</p>	<p><i>monitoring and evaluating policies and measures for the integration of third-country nationals</i></p>	<ul style="list-style-type: none"> - Number and categories of TCNs and civil society representatives directly involved - Number and type of information and best practices exchanged and diffuse / material produced 	<p>intercultural and inter religion issues improved</p> <ul style="list-style-type: none"> - Best practices exchanged and discussed - Quality of integration policies stimulated and improved - Transnational awareness on cultural and religious issues increased - Understanding of integration as a two way process of mutual accommodation enhanced 	<ul style="list-style-type: none"> - Mutual understanding of diverse societies' cultures and values improved
<p>7) Transnational information and awareness raising campaigns, also involving the media, to allow information on TCNs situations, projects, and integration processes in different MS</p> <p>Specific priority 5 Actions addressing effective ways of raising awareness and actively involving the host society in the integration process.</p>	<p><i>Art 3, d) exchange of information, best practices and cooperation in and between Member States in developing, implementing, monitoring and evaluating policies and measures for the integration of third-country nationals</i></p>	<ul style="list-style-type: none"> - Number and type of campaigns implemented - Number and type of media channels used - Number and type of target population addressed and reached 	<ul style="list-style-type: none"> - Awareness raised to the host society on integration processes - Knowledge of TCNs on integration policies and measures, as well as access to services or to relevant information improved - Transnational awareness on integration issues increased - Increased comprehension of migration issues in host societies - Understanding of integration as a two way process of mutual accommodation enhanced 	<ul style="list-style-type: none"> - Transnational cooperation, partnership and mutual learning enhanced - Knowledge base on integration processes enhanced