



This document is part of EPIM commitment to

Real Time Strategic Learning

After one year of implementation of the second phase of EPIM, this is the first of a series of documents meant to share the lessons learned and the challenges ahead.

The 3 key strands of activity of EPIM – Strategic Grant Making, Networking and Capacity Building, and Advocacy and Policy are considered in terms of what we have learned in this 1st phase and the challenges ahead for the next phase.

Partnership Management

EPIM is a collaborative programme involving 10 European foundations. Despite the challenges of working a partnership, the results for grantees (such as: available resources, networking and capacity building opportunities...) warrant the extra effort and commitment of a joint European programme.

What have we learned?

- The best way to build trust and ownership is by doing together
- The importance of an effective organisational structure: we have appointed a dedicated Programme Manager and reinforced governance
- The partnership *and* the grant-making scheme need adequate resources.
- We established a clear life-span for the programme.
- We agreed to focus on specific issues to address critical concerns.
- We are engaging with other foundation partners who share our objectives.

Challenges ahead

- Involving all foundation partners will require time and a commitment to recognising and valuing different viewpoints.

About EPIM

EPIM seeks to improve the lives of regular and undocumented migrants by strengthening the role played by NGOs active on migration and integration issues. EPIM fosters civil society initiatives promoting constructive integration policies for the benefit of both migrants and host communities.

Following the successful 1st phase of the programme (2005-2007), a second phase (2008-2011) is now underway.

What have we learned?

- This programme is built on lessons learnt in the first phase
- EPIM involves grants, networking and capacity building.
- There are 3 priority areas: undocumented migrants, making migrants' voices heard, and the role of the media in integration.
- To measure outcomes and progress towards the objectives, EPIM has established an evaluation strategy. Grantees and foundations are committed to real-time strategic learning which will help us to adjust the programme as it goes forward.

Challenges ahead

- The environment we work in is changing rapidly: EPIM members will assess the potential impact of the economic situation on the programme, its grantees and particularly the final beneficiaries.

We plan to fulfil our mission through 3 strands of activity on which we have gathered the following learning:

Strategic grant making strand

For this programme we improved **the grants selection process** with:

- An open call, which resulted in more applications;
- A 2-stage process, enabling external jury members to deal with a large number of applications and ensured that only NGOs with a reasonable chance of success were asked to spend time writing a complete proposal;
- A transparent process;
- A schedule giving enough time for groups to prepare their proposals.

Focus on 3 priority areas:

- undocumented migrants,
- the role of the media,
- migrants' voices

What have we learned?

- The selection process was generally welcomed by grantees
- Communication with applicants could be more transparent and supportive. Applicants would have liked feedback about the reasons for the success or failure of their proposal.
- Selection criteria must be clear, agreed by the full Steering Committee, and communicated to all stakeholders including the jury well in advance.
- A European grants programme must balance themes, geographic focus and level of operation (local, national and pan-European) as well as relying on quality assessment.
- Some NGOs are not familiar with Europe-wide and need additional help during the application process.

Challenges ahead

- In the current economic climate, it may be difficult to secure new grant funding as the programme moves forward.



EPIM is hosted by the
NETWORK OF EUROPEAN FOUNDATIONS FOR
INNOVATIVE COOPERATION

VISIT OUR WEBSITE
WWW.EPIM.INFO

EPIM partner foundations

EPIM joint venture is composed of: The Atlantic Philanthropies (Ireland), the Barrow Cadbury trust (UK), Compagnia di San Paolo (Italy), European Cultural Foundation (Netherlands), Freudenberg Stiftung (Germany), Robert Bosch Stiftung (Germany), Foundation Berhneim (Belgium), Fundaçao Calouste Gulbenkian (Portugal), Oak Foundation (UK), Joseph Rowntree Charitable Trust (UK), and King Baudouin Foundation (Belgium).

Advocacy and Policy strand

- In comparison with the first phase, EPIM concentrates on supporting grantees in their advocacy efforts and does not organise national consultations on integration.
- EPIM selected projects with an advocacy component. We hope that grantees' advocacy strategy will be strengthened further through workshops and information sharing.
- EPIM has set up the infrastructure to identify opportunities and entry points for grantees' advocacy work. EPIM plans to present a final report to policy makers, based on recommendations gathered through grantees' direct experience.

Provide regular EU policy updates on migration and integration issues

What have we learned?

- The programme's policy strand needs to be clarified. The Steering Committee must pay attention to agreeing communication and advocacy strategies.
- EPIM should continue to explore how a European partnership working on integration and migration can have an impact at national and EU levels.
- Strategic political expertise needs to be stronger within both the EPIM programme and grantees' projects.

Challenges ahead

- Policy messages from EPIM grantees will need to be collected and communicated at the right time.

Networking and capacity building strand

- EPIM has a comprehensive programme of capacity-building activities, relevant to grantees' needs.
- Capacity building is underpinned by: collective thematic workshops, joint learning initiatives, EPC-EPIM European policy briefings on migration and integration, a newsletter (produced jointly with the Diversity Migration and Integration Interest Group (DMIIG) of the European Foundations Centre (EFC), networking and knowledge-sharing facilities such as the extranet.

Innovative forms of capacity building such as the joint learning proposals

What have we learned?

- From the start, a mixture of top down (strong planning by the Secretariat) and bottom up (consultations with grantees) approaches is needed
- Foundations sometimes work in isolation; EPIM offers a rare and valuable opportunity to work together and learn from each other.

Challenges ahead

- Developing a sense of 'shared ownership' within a partnership such as EPIM is a new cultural, practical and financial challenge. It needs time and effort. Different stakeholders may understand networking and capacity building in different ways.
- The programme should enable grantees to see themselves as respected members of a learning & knowledge-sharing network, without being overburdened with reporting requirements.
- Grantees' capacity building needs are diverse: special attention must be devoted to designing capacity building workshops that benefit all grantees.

EPIM partner NGOs

Association Primo Levi (APL, France), Institute for Race Relations (IRR, UK), Immigrant Council of Ireland (ICI, Ireland), European Network Against Racism (Belgium-EU), Greek Council for Refugees (GRC, Greece), Jesuit Refugee Service (JRS, Belgium-EU), Médecins du Monde (MdM, France-EU), Cooperation for the Development of Emerging Countries (COSPE, Italy), Legal Information Center For Human Rights (LICHR, Estonia), Migreurop (France-EU), European Women Lobby (EWL, Belgium-EU), People in Need (PIN, Czech Republic-EU), Platform for International Cooperation on Undocumented Migrants (PICUM, Belgium-EU), Stichting Nidos (Netherlands), and the Migrants Resource Centre (MRC, UK).