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### 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 1<sup>st</sup> phase of the programme (2005-2007), a second phase (2008-2011) is now underway.*

*Grants focus on three priority areas: promoting access to fundamental rights and services; ensuring the voices of migrants are heard; and recognising and improving the role of the media in migrants' integration.*

*The EPIM network consists of 10 foundations and 18 grantee consortiums (a total of more than 160 organisations) from across Europe. It represents collaboration amongst both foundations and NGOs.*

*This document is part of EPIM commitment to*

### **Real Time Strategic Learning**

*After two years of implementation of the second phase of EPIM, this is the second of a series of documents meant to share the lessons learned and the challenges ahead. EPIM presents here its learning up to date with regard to: the collaboration among foundations the joint advocacy, networking and capacity building activities.*

## **What have we learned?**

### **About Foundations working together...**

- ◆ Collaborative funding programmes need to be sure that partner foundations agree the focus of the programme and nature of the main activities before grant making commences. This has proven instrumental to the effective and efficient management of the programme at the executive, steering committee and secretariat level.
- ◆ It cannot be assumed that all foundations, with their differing operating models, capacities and constraints, wish to either engage in advocacy activity or share the same idea of what advocacy consists of. If the funding programme is to have an advocacy strategy separate but complimentary to that of the grantees, it needs to allow for differing levels of engagement by foundations but ensure a consistent message is agreed and delivered. This, however, takes more time to be invested by foundation staff than initially anticipated.
- ◆ A key challenge for foundation staff within a regranteeing programme is the large amount of thematic and management information it generates for participating foundations. Different foundations, due to their differing operating styles and internal capacities, look for different types of information and levels of detail. How to provide this in an efficient manner is a key challenge to both grantees and the programme secretariat.
- ◆ A critical success factor to a pan European funding programme and key resource to both foundations and grantees involved is a dedicated programme manager/secretariat supported by an accessible and engaged executive committee comprised of foundation representatives.
- ◆ When designing reporting tools, consideration needs to be given to how the format of reports will facilitate both the recording of and access to required information and facilitate benchmarking at the overall programme level as distinct to the individual grant level. This can be done with carefully designed reporting templates which provide for the automated collation of qualitative and quantitative data from across projects.
- ◆ How knowledge that emerges at European level is collated and disseminated requires careful consideration. Issues of translation, for example, need to be considered and provided for.

### **EPIM partner foundations**

*The Atlantic Philanthropies (Ireland), 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), King Baudouin Foundation (Belgium) and the Diana, Princess of Wales Memorial Fund (UK).*



EPIM is hosted by the Network of European Foundations for innovative Cooperation

### About Joint Advocacy...

- ◆ Not all elements of the Communication and advocacy strategies can be anticipated or agreed early in, or in advance of the programme. While this would be ideal so as to ensure resources are used to effectively achieve agreed goals, it must be recognised that as the projects funded progress, they will raise issues that need to be incorporated into the overall programme communications and advocacy strategy.

- ◆ While the participation of migrant-led organisations is critical to evolving advocacy at European level, how to achieve this is complex and may require additional supports
- ◆ Joint funding programmes can add value to grantees who undertake advocacy activities, by providing a forum for reflection, tools for mutual learning and an opportunity to develop a coherent narrative
- ◆ However, collecting and disseminating grantees' advocacy successes in search of policy impact may present particular challenges. For example, to progress an overall programme advocacy strategy which derives full benefit from the collective knowledge of the programme network of grantees requires specific resources and time.
- ◆ The issue of how to add value to grantees' own advocacy strategies, beyond sharing tools for learning and providing a forum for exchanges, needs careful consideration, with resources a key issue
- ◆ Measures and indicators of success at European level require a considerable degree of sophistication

### About leveraging the wider network...

- ◆ Transnational networking needs time, planning and resources to overcome barriers. Providing specific funding to bringing grantees and their partners together on a regular basis to discuss specific strategic approaches and tools, using peer learning and access to recognised experts, has helped overcome some of these barriers.
- ◆ There is considerable potential for the partner organisations of the lead organisation within each grantee consortium to communicate the goals of European-level advocacy. A coherent strategy, reflective of the resources available, should be developed with this in mind. Don't ignore the advocacy capacity of the entire network, not just the lead partners!

### About Capacity Building...

- ◆ The impact of collaborative (grantee) funding programmes is enhanced when grant making is combined with capacity building work.
- ◆ A key value of working at a pan-European level is the opportunity to build relationships with, and learn from, peer organisations.
- ◆ Joint-learning initiatives are a good model for effectively combining capacity building with networking opportunities. However, where self identification of need and selection of partners is part of the funding approach, sufficient time needs to be allowed for organisations to get to know each other, build trust and develop proposals for joint learning initiatives. Organisations could also be allowed to participate in more than one initiative.

### 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), the Migrants Resource Centre (MRC, UK), European Council on Refugees and Exiles (ECRE, Belgium-EU), Migration Policy Group (MPG, Belgium-EU), and European Youth Forum (EYF, Belgium-EU).