



## EUROPEAN COMMISSION

# CROSS BORDER INITIATIVES BETWEEN LOCAL AND REGIONAL AUTHORITIES IN EU REGIONS BORDERING THE CANDIDATE COUNTRIES

## Grant Application Form

**Budget Line B 5 – 3003**

**Pilot Programme on the Impact of Enlargement for the  
Regions Bordering the Candidate Countries**

<b>Name of the applicant:</b>	Regione Veneto – Direzione Programmi Comunitari
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Dossier No	
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# I THE PROJECT

## 1. Description

### 1.1 Title

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**MIGREST**

### 1.2 Location

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**Veneto** – Italy

**Kentriki Makedonia** – Greece

### 1.3 Budget

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Total Project Cost	622.921.20 EUR
Amount Requested from the Commission	498.336,96 EUR
Amount Requested as % of Total Project Cost	80%

### 1.4 Summary

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The local and regional authorities situated in the cross border areas are directly and rapidly affected by the EU enlargement process and its impacts. The project **overall objective** is to provide cross border institutions with tools for managing the impact of the increased migration flows, considering both their administrative effects and the need for supporting the economic and social insertion of the workers coming from regions in the candidate countries.

The project target will focus on the selection and training of a new professional figure – the **Migration Officer** (MO) – who will provide technical assistance to satisfy the third priority indicated by the Call for proposals. **The project is expected** to create a context in which the MOs help the immigrants in an effective way so that they can benefit of a real socio-economic integration in the cross border regions. The cross border authorities will therefore have the adequate structures and tools for managing the administrative effects caused by the enlargement from the point of view of the migrant flows.

**The first beneficiaries** of the project will be public officers, administrators, decision-makers, experts working for the institutions that are partners in the project. Indirect

beneficiaries, taking advantage of the results of the project but not involved in the project, will be training centres, employment service centres, immigrants and the civil society in which they should be integrated, and finally the SMEs

A web portal will also be created, which will enable the partners to manage and disseminate the project and the networking activities among the partners themselves and among the MOs.

At the end of the project, a **final international Networking Conference** will take place in Veneto (Italy) and a Guide for local authorities on the best practices for managing the administrative aspects of the immigration flows will be prepared.

The project is foreseen to last 24 months.

**The involved cross border regions** will be Veneto (Veneto Region), and Kentriki Makedonia (Municipality of Thessaloniki), while the **other EU partners** are located in Veneto (7 partners). The project also foresees the participation of **3 Candidate countries partners** (2 from Romania, 1 from Poland).

## 1.5 Objectives

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As already stated, the project **overall objective** is to provide cross border authorities with those necessary practical tools for managing the impact originated by the EU enlargement process, both at social and economic level. Moreover, it is worthwhile pointing out that the public administrations often show a lack of up-to-date information on the enlargement process and its impact, as well as of adequate skills for managing and “driving” this process in their respective territories. In the light of that, the project aims to achieve some **specific objectives**, which consist of:

- ✓ **improving** the information access, which means creating new specific tools to inform the cross border authorities about the aspects related to the enlargement. Thanks to these tools, cross border authorities will be better prepared to identify the risks and the opportunities related to enlargement issues, particularly to the migration flows;
- ✓ **developing** strategies and qualifications, which means assisting cross border authorities in developing strategies and actions that will provide solutions to the management of the migration flows, including measures for staff qualification. In this context, the creation of the professional figure of the **Migration Officer** will be the key element to allow cross border authorities to achieve this goal.
- ✓ **stimulating the cross border cooperation** at institutional and administrative level, which means promoting a **network** between the cross border authorities and also between them and those of the candidate countries, selected for participating in the project. Stimulating the cross border cooperation will optimise the networking advantages realised by the project and ensure its sustainability.

## **1.6 Justification**

### **1. Perceived needs**

According to a recent research carried out by Unioncamere Veneto, we can stress that the integration in the cross border areas is characterised, first of all, by social and cultural problems. This means immigrants do not face the main difficulties when looking for a job in local companies, but especially when they try to be integrated in the civil societies in which they are accepted. Indeed, in many cases, entrepreneurs play the role of “*cultural intermediary*” in integrating the foreign workers, also because the insertion in the productive system represents the first chance for the immigrants to integrate in the cross border areas.

As already stressed, the main problems are linked with the cultural dimension. Immigrants have behaviours which are different from those of the inhabitants in the cross border areas, and also from those of other migrant groups. In order to face this critical issue, public administrations are expected to work in two different but interacting directions.

Firstly, public authorities should improve the effectiveness of their social integration policies, especially when considering accommodation problems.

Secondly, they should improve their administrative tools, which should be less time consuming and more flexible for an adequate control of the migrants flows.

These actions become urgent when considering the effects produced in terms of migrant flows by the EU enlargement. One of the various economic and social effects of the EU enlargement is linked to the perception of the possible increase of migration flows that will arise from the “freedom of movement” of citizens coming from the Candidate countries (CEEC). This is the reason why the cross border local authorities partners in this project share a concern in relation to their actual capacity to cope effectively with the consequences of the accession to the EU of the candidate countries, as well as with the need of efficient management of this issue at local level.

In particular, the project partners express common concern and are aware of the need to:

- ✓ improve their knowledge of the enlargement impact in the cross border areas;
- ✓ improve the level of information and promotion of the main aspects related to the EU enlargement, especially concerning the social and economic issues;
- ✓ have more qualified staff, able to assist public and private bodies to face the changes produced by the enlargement;
- ✓ define coordinate projects in order to regulate and get the greatest advantages from the delocalisation processes already in progress.

The partners see - through this project - a chance to turn the new challenge arising from the enlargement into an opportunity of socio-economic integration and not to see it as a perceived threat. This is the reason why the project intends to create the basis for an *ad hoc* innovative assistance to public administrations, stimulating their

cross border cooperation and improving the qualification of their staff in charge of managing the impacts of enlargement.

## **2. Relevance to the primary target groups**

Concerning the relevance for the primary target groups, it is known that the cross border regions are affected in a deeper way than other EU areas by the enlargement impacts. In this context, the public authorities need to improve their capability to manage the migration process, not only at the administrative level, but also in consideration of the issues that are linked with the socio-economic impact of the enlargement.

The best that public administrations can do is to guide and influence flows, implementing policies, which work with the tide rather than against it. They should develop policy measures that are flexible enough to deal both with swings in prevailing trends and with sudden lurches into new directions. Given the internationalism of migration, a *sine qua non* for this is inter-state co-operation, without which a single country is powerless to control its borders, even after applying the most draconian of measures. The need for a positive management strategy also applies to the development of effective social integration processes. In short, we are arguing that migration will occur anyway, and the best course for a state is to influence it in directions consistent with human rights and the best achievable outcomes in terms of social and economic conditions for both migrants and host communities.

The overall approach develops a management strategy to reach the following strategic objectives:

- ✓ To develop a set of measures to manage migration in an orderly manner, so as to maximise opportunities and benefits for individual migrants and host societies and to minimise irregular movements. To provide an environment conducive to integration;
- ✓ To engage in dialogue and co-operation with countries of origin, in order to link foreign policy and migration policy objectives.

An integrated management strategy is now required to bring these together. The establishment of such a strategy requires a number of conditions to be met by individual governments, bearing in mind that not all countries will have the same policy entry points. Firstly, all border regions should develop a comprehensive migration policy, beginning with a review of existing aims and measures, which is designed to identify gaps and introduce greater coherence. Currently, most European governments have policies to deal with some aspects of migration, but few of them can claim to range across the whole spectrum of migration types and issues. Secondly, that policy should be internally co-ordinated between all government departments with responsibilities for migration and integration matters in order to ensure coherence in both initiatives and responses and this may involve the creation of specific structures. Thirdly, a strategic approach to the management of migration matters requires the input of all actors in the migration field. Finally, national policies

should be internationally co-ordinated to ensure the greatest possible degree of agreement and harmonisation.

Moreover, an essential prerequisite for a successful management system is an efficient and comprehensive information framework capable of responding flexibly to policy issues as they arise from the EU enlargement. Information is required by migrants as well as by national and local governments. An improved supply of information to potential migrants on conditions and procedures in destination countries will help promoting more orderly migration flows.

Indeed, migration is inextricably linked with the labour market. Labour migration policies must deal with a wide range of types of foreign worker, possessing variable levels of skill and degrees of permanency. Some foreigners are in a precarious situation. Others are highly skilled and consider themselves as transnational citizens. Their acceptability and attractiveness to host countries depends on the state of the labour market. Given the tendency for the labour markets of individual States to be merged into a single market, it is essential that management planning be appropriate for a range of temporal and geographical scales.

Concerning the long term effects of enlargement, the integration of the cross border economies and their cooperation with the CEEC has regarded the positive aspects of the single market. Therefore, border regions are expected to benefit from the enlargement in the medium and long term.

Focusing on a comparative analysis of the border regions, many socio-economic differences can be stressed. In fact, the Greek cross border areas (in our case the Region of Kentriki Makedonia) are facing the most difficult situation in terms of income, human capital, labour market. Moreover, in Kentriki Makedonia the unemployment rate is quite high (11.7%), while the per capita income is only 66% of the national average.

The other cross border region, Veneto, is better developed under the socio-economic point of view, with percentage of unemployment of 3.6%, and per capita income higher than the national averages (101%).

### **3. Reasons for the selection of the target groups and activities**

The first beneficiaries of the project will be public officers, administrators, decision-makers, experts working for the institutions that are partners in the project. Indirect beneficiaries, will be training centres, business service centres, employment service centres, SMEs, migrants and finally citizens. Moreover, indirect beneficiaries will be both employees who migrated to EU partner countries and those potential migrants who can make use of services supporting their professional training and, through the economic development of their home countries, find opportunities for a high-level job and therefore raise their economic and social wellbeing.

The choice of the authorities from the EU border regions was made taking into consideration similarities in the economic sectors and in their potential needs when facing problems arising from the management of the migration flows.

As for the Applicant, the experience of the Veneto Region in implementing migration management programs is linked permanently with the economic cooperation and aid in Romania. Veneto Region has signed an Agreement Protocol with Enterprise Associations and Trade Unions in order to establish a coordination for programming actions to manage migration: housing, social services, training, setting up of an office network for labour and social migrant integration. The Protocol considers agreements for the recruitment and training of migrants and it has been supported by enterprise associations and trade unions which are very interested in implementing projects and initiatives for managing labour immigration.

Veneto Region is also monitoring a pilot project designed to manage migration in such a way as to sustain the development of the countries of origins. The project foresees:

- ✓ selective recruitment, training, economic and social integration in destination areas;
- ✓ support to circular migration, returns and internationalisation.

The project analyses the labour and production markets in the countries of origin to identify economic complementarities with destination regions and support a migrant training and mobility which might be useful for bilateral economic integration and local development.

The Greek partner, i.e. the Municipality of Thessaloniki, operates in the region of Central Macedonia, which appears to be particularly active in managing the problems connected with the immigration flows. This is also due to its location in a region – Kentriki Makedonia - which is one of the most dynamic in terms of economic trends. This region has faced problems arising from new flows of migration coming from the CEEC. This is a phenomenon known as new “migration”, where the term ‘new’ includes immigrant-sending countries (like the former socialist countries) and new destinations, e.g. Europe and especially the Southern part of the European Union. The “new” Greek migration is definitely a justified characterization, because of its peculiarities. Immigrants are mostly employed in the informal or tertiary economy, (before they were mostly employed in large-scale industries). Their social status is at the end of the social scale with little opportunities of amelioration, they are not organized in trade unions, and lastly, the new migration is feminized with serious changes in the patterns of gender migration.

Nevertheless, there is no doubt that the major question stemming from the extent of immigration in Greece is the potential of the Greek labour market to absorb the influx of these immigrants. In this context, the Municipality of Thessaloniki gave a positive answer to the presence of foreigners on the territory, creating those indispensable social conditions to receive and to integrate, transforming the worries and the suspicion towards the foreigners in wealth for the country and its economy.

In the light of that, the Municipality of Thessaloniki will be interested in new social and economic growth and its economy will continue to supply workplaces. With time, it will be involved in pensions, women and minors, diminishing the rate of regional unemployment. Immigrants will be an important support for the companies and will at

first increase their presence in the Macedonian production sector filling those workplaces rejected by the local labour, and subsequently in the qualified posts.

On the contrary, the selection of the Partners authorities from the candidate countries was made by selecting those in areas of particular common interests for beneficiary EU border regions authorities.

Unioncamere Veneto in particular has been selected because of its competences in fields related to training, identification of companies that could employ immigrants, experiences in organizing conferences and seminars on socio-economic integration issues, economic development of the local territory, identification of best practices. In addition, Unioncamere Veneto shows experience in the fields of EU projects with strong transnational links, especially with the CEEC. Moreover, the knowledge of Centro Estero Veneto in the area of internationalisation of local companies will be crucial for assisting also the public administrations in better understanding the economic dimension of the migrant flows. Furthermore, strong links with the CEEC are visible, thanks to the creation by Centro Estero Veneto of local offices in the candidate countries (Romania)

Regarding training and assistance to employers, the experiences of Confartigianato Veneto (CRACA) and Central European SMEs Association Network (CESMEAN) are functional to the achievement of the project outcomes, especially when stressing the need for an adequate professional qualification of the MOs.

Indeed, the EU enlargement process will point out the need for deeper social and cultural integration in the cross border regions. In this case, the project will benefit from the experiences and knowledge of the Municipality of Venice and Provincia of Vicenza in implementing integration policies, in the light of the high level of immigrant flows that characterised these two areas of the Veneto Region. In fact, throughout the 90s the number of staying permits increased up to 184.000 units, which means an increase of 198% if compared with the 1992 level (62.000 units).

The Venice International University, especially through the Tedis Center has focused its research, since 1998, on the study of development models of industrial districts and SMEs, with great attention to local systems of North Eastern Italy. In that research field, specific attention was given to the use of new tools (i.e. ICT) that can enhance competitiveness both through a better management of company relations and a better knowledge and information sharing within the firm and with external partners. The Center has a permanent Survey on the topic and many projects were carried out at local, national and international level.

Within this framework, recent research projects have been launched with the aim to study specific internationalisation and de-localisation processes (especially in Eastern European Countries) in order to measure the phenomena itself and identify main characteristics of those processes. The final common objective of those projects is to produce useful information for a new policy action that supports SMEs' international strategies. Some projects are supported by local business associations, mainly in North Eastern Italy, whose SMEs, particularly affected by challenges coming from new competition by developing countries, have already begun an important process of de-localisation.

Finally, the contribution of the Chamber of Commerce of Treviso will be important when analysing the economic development of the territory and the socio-economic integration of the foreign workers and when training the MOs in the fields of arbitration and extrajudicial dispute resolution. The role of the Chamber of Commerce of Treviso is also relevant in analysing the conditions of establishing the North-Eastern economic development model in the CEEC, since it contributed to the realization of a regional law on the industrial clusters, promoted by the Veneto Region.

The selection of the Partners authorities from the candidate countries was made by choosing those in areas of particular common interests for beneficiary EU border regions' authorities.

#### **4. Relevance of the project to the target groups**

The relevance of the project to the target groups is related to the events that will be organised and that will ensure the partners to have a better and deeper knowledge of the main issues linked with the EU enlargement and of their effects in the cross border areas. This will primarily be obtained through the technical assistance provided by the key figure of the Migration Officers in each region partners of the project.

The project is also relevant to the target local authorities of the cross border regions since it allows to put down the basis for future active interventions in the economic development of the areas of those CEEC that participate to the project.

Indeed, the partners believe that the management of the effects resulting from EU enlargement is particularly characterized by facing both parallel employment issues: from the point of view of the "exploitation" of CEEC migrants' skills, as well as by generating economic development in the candidate countries themselves, through employment and reduction of migration flows.

This is the reason why the project will also create the basis for the exchange of know-how among all project partners on some specific issues related to the launch and development of industrial clusters processes (finance, training, logistics, service centres and tools for extra-judicial conciliation to solve disputes at international level, etc.).

#### **5. Relevance with to objectives**

The project is relevant and consistent with the objective of improving the preparation of the cross border public administrations. Indeed, the project aims to provide public authorities with the essential tools to understand the enlargement issue, as well as to improve their capability to work as a network in facing the administrative effects of increased migration. The project intends to set up the most suitable mechanism to achieve this goals, adopting an innovative approach through the creation of the figure of the Migration Officer (MO) in the border regions.

## **6. Relevance to the priorities of the programme and synergies with other initiatives.**

The key figure of the Migration Officer plays also an essential role in ensuring the programme's priorities, particularly those concerning the needs for deepening the cross border collaboration and for pooling the experiences between regional and local authorities. In this case, the MOs will become an essential partner of the public authorities, since the project intends to train the MOs in order to give them the adequate skills and knowledge to drive the public administrations to solutions for managing the changes produced by the increased migrant flows in the cross border areas.

In this context, the MOs will become the first point of reference for those interested in analysing the problems related to migration flows, to social and economic integration, in focusing on the conditions producing economic development in the CEEC and therefore employment and reduction of migrant flows.

The project will also take advantage of other synergies and links with the **Excelsior Project**, which has been conceived and developed by the Italian Union of the Chambers of Commerce. The interactions are visible within the activities aiming to provide (at regional level) a service in the employment field. The interactions will focus on the following items: employment trends, training, employments needs, the most requested professional figures. The results obtained by the Excelsior Project will be used in the development of the activities of the MOs, and its methodology will be taken as the basis for the data collection and discussions in the workshops foreseen in this proposal.

Finally, the expertise acquired through the Excelsior project will be further strengthened, especially on the migration issue, thanks to interactions with the **IMINET Project** of Unioncamere Veneto. The IMINET Project, financed by DG Employment and Social Affairs, identifies the best practices and solutions to the migrations flows conceived at European level, proposing them at the local one. In the light of that, the IMINET project's outcomes will provide a framework for a better understanding of the main socio-economic aspects related to the EU enlargement. That will be functional to the identification of the best solutions and tools for the cross border public authorities to manage the administrative effects of the increased migrant flows in their areas.

Finally, further interactions are possible with the **IASMIN Project** of Unioncamere Veneto. The IASMIN project, financed under the Leonardo da Vinci Programme, is a pilot project carried out by several European Chambers of Commerce for defining the professional characteristics, skills, qualifications and competences of the Information Officers working in the European departments. The potential interactions are evident when considering the IASMIN Project as a point of reference for adopting the working methodologies that the project will use in training the MOs.

## **1.7 Detailed description of activities**

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As far as the public administration cooperation priorities are concerned, issues for a better information access, adequate development strategies and qualifications, a wider cross border cooperation at institutional and administrative level are the main fields the project intends to explore and develop. The workshops and the final networking conference will give the opportunities to better understand the enlargement main aspects and to meet and exchange experiences, best practices, and information. These initiatives will be carried out with the assistance of the MOs.

With regard to the purposes the project intends to achieve, the planned activities will concern more in detail:

- 1) **Workshops on exchange of experiences about the problems of the migration flows and studies to draft ad-hoc strategies**
- 2) **The Migration Officers (MOs)**
  - ✓ **selection and training of the MOs.**
  - ✓ **technical assistance of the MOs.**
- 3) **Creation of a web portal and of a permanent network among partners**
- 4) **Production of a final Guide**
- 5) **Final networking conference in Italy**

Concerning the specific activities, we can point out as follows:

### **1 – WORKSHOPS AND STUDIES TO DRAFT AD-HOC STRATEGIES**

The project aims to favour the definition of issues considered as particularly relevant by the players involved at a local level (like for instance representatives from enterprises, service centres, training centres, institutions and social bodies). In this context, a total of 5 workshops will be organised (3 in the Veneto region and 2 in Kentriki Makedonia).

Workshops represent a moment of direct confrontation between the players involved in the project and an instrument for spreading and debating the issues arisen in the course of the activities of the MOs.

The 5 workshops also intend to promote a confrontation on methods for local development undertaken by different territorial areas (local, national, international) both in terms of diffusion of best practices and of know-how emerging from real experiences. One representative for each partner involved (2 for the Greek partner) will participate in each workshop, together with – on a gracious basis – representatives of public and private operators from the scientific, entrepreneurial and institutional communities. The spreading of knowledge regarding specific issues (i.e. financial system, logistics) coming from real experiences is based upon the

construction of local, but also international comparative case studies in order to illustrate modalities (strategies, instruments, players involved) that gave birth to relevant or successful experiences with regard to economic and occupational growth. The workshops will allow to identify a table of variables of best practices and critical levers that are considered fundamental and useful as multipliers in other areas relevant for the partners of this project.

The workshops will have as a specific target of reference: directors and officers working in the public administration and local bodies (Region, Province, Commune), institutional operators (Chambers of Commerce), players from the industrial community, professionals working in the training domain (Centres for professional training) and skilled operators fighting on the front line in the management of issues linked to the international dimension of local development (production, management of human resources, etc.).

Following the *comparison of the experiences* and the definition of the most relevant *best practices in the workshops*, the second stage of this project foresees the draft of *ad hoc* socio-economic strategies for the areas of the partners concerned by the enlargement process.

The workshops will focus on specific topics like: social aspects connected with the migration flows in the cross-border regions; economic aspects connected with the migration flows in the cross-border regions, and contractual aspects connected with the employment either in the cross-border areas or the candidate countries; training of human resources in the CEEC for their employment in the cross border regions; extrajudicial instruments for the resolution of disputes; four freedoms of movements (people, goods, services and capitals).

In this phase, the project aims to create opportunities for the development of compared approaches focused on the different productive, administrative and educational areas at a local (intra-regional comparison) and international level. The workshops will evaluate regional specificities, consistency and insertion regarding the general framework of the trends in the economic clusters and territories of the countries involved. The policy makers, administrations, institutions, scholars specialised in local development, local entrepreneurs and technicians may be also called to provide expertise in these activities. Such an open-mindedness towards a wide range of players allows study and investigation activities carried out within the workshops to get a multi-subject approach. It will mainly allow to consolidate a methodology of study and analysis for the implementation of consistent and integrated strategies of local development capable to adapt themselves to the several areas of intervention planned.

## **2 – MIGRATION OFFICERS**

A new key professional figure, the **Migration Officer (MO)**, will operate in the cross-border areas.

The creation of an *ad hoc* professional profile is an innovative approach undertaken by the Partners. MOs will have as their “mission”: to support the public

administrations (regions, provinces, communes, chambers of commerce, cross-border prefectures and other institutions), to manage the consequences and the impact of the enlargement on the migration flows, the migrants themselves and also the SMEs.

The MOs will work within new ad-hoc offices hosted within the partners' premises, called "One-to-one shops". These One-to-one shops will constitute the physical structures where the MOs will provide first level assistance ("**First Stop Shop**").

The MOs will provide assistance in the following ways:

- ✓ The MOs will provide general information and advice on immigration issues and on social integration;
- ✓ The MOs will work for favouring employment in the cross border area and /or in the delocalised units through contacts with the local employment offices. For this purpose, MOs will be encouraged to use databases allowing a continuous matching between supply and demand. In this case, the synergy with the Excelsior Project (see chapter 1.6.6.) is evident, since the MOs will use the databases already developed within this project;
- ✓ The MOs will provide assistance in training human resources in the CEEC for their next employment in the cross border countries. The training issue is considered one of the conditions supporting the social integration and one of the crucial aspects of both the management of the migrant flows and the insertion of the new workforce in the EU cross border countries;
- ✓ The MOs will work at First Stop Shop to give assistance on legal matters, such as for example extrajudicial resolution of disputes and of job contracts;
- ✓ The MOs will work at First Stop Shop to give assistance on economic matters such as delocalisation processes, investments and financings in the foreign markets, as well as on the four principles of the internal market : free circulation of goods, people, capitals and services.

The Migration Officers will thus operate in a context characterised by a coordination on various levels, which would entail the dialogue with regional institutions for the management of the socio-economic problems related to the enlargement.

### **Specific activities:**

#### **a) Selection and training of the MOs**

The following activities are planned:

- ✓ selection of 4 MOs ("2 in Veneto and 2 in Kentriki Makedonia) for each partner located in a cross-border area. The MOs will be senior experts with a knowledge of the various problems connected to the socio-economic integration. Common selection modalities will ensure the best choice to

guarantee the quality of the technical assistance service. The CVs will be also provided for and evaluated, if necessary, by the European Commission. In this case the IASMIN Project (see chapter 1.6.6.) will serve again as a reference for adopting adequate methodologies in training and qualifying the MOs.

- ✓ The training course for the selected MOs will be carried out in the cross-border areas participating to the project. It will foresees 5 similar modules, 3 of which will be carried out in Veneto and 2 in Greece, in order to guarantee the MOs network with the best exchange of experiences on the socio-economic problems related to the enlargement in the cross border regions.

The training courses will concentrate on specific themes, such as:

- ✓ Social aspects connected with the migration flows in the cross-border regions;
- ✓ Economic aspects connected with the migration flows in the cross-border regions;
- ✓ Training of human resources in the CEEC for their employment in the cross border regions.
- ✓ Delocalisation and entrepreneurial opportunities in the candidate countries;
- ✓ Extrajudicial instruments for the resolution of disputes;
- ✓ Socio-economic and contractual aspects connected with the employment either in the cross-border areas and in the candidate countries;
- ✓ Four freedoms of movements (people, goods, services and capitals).

Furthermore the training courses will be open also to other experts from institutions and agencies interested in the same problems. In addition, all the potential local stakeholders in the areas covered by the project will be informed regarding the training courses and will be encouraged either to create synergies in the areas or to function as multipliers to the advantage of the companies.

Finally, the MO will be actively involved in each phase, in order to guarantee the successful outcome of the initiative. The MO will participate in the organisation of the workshops and of their follow-ups. This is the reason why the MOs will play a central function in organizing the workshops and the study groups and in ensuring their follow-ups. Their tasks can be summarised as follows.

## **b) Technical assistance carried out by MO**

### MOs provide TA to cross border authorities

Following the specific training, MOs are expected to be a highly specialised and innovative point of reference for assisting public administration in facing the impact of the accession process. In the context of the project, they will be responsible for:

- ✓ assisting cross border authorities in understanding the effects of increased immigrants flows;
- ✓ assisting the cross border authorities in identifying ad hoc strategies for improving the effectiveness of socio-economic integration policies, i.e.

information on the administrative, legal, social and cultural topics they have to consider when approaching the analysis of the effects of the EU accession process;

- ✓ assisting the cross border authorities in programming the immigrant flows.

#### MOs assist public authorities during the workshops and the study groups

The MOs will not only provide the public authorities with specific and up-to-date information about the socio-economic implications of the enlargement process, but also prepare them for discussing the strategies and solutions to be developed and adopted in occasion of the thematic workshops and study groups.

#### MOs provide assistance in the follow-up

MOs key role will also involve the follow-up phase of each workshop and study session, since MOs are not only expected to provide the necessary assistance to public authorities in implementing the solutions and strategies analysed and adopted during the workshops, but also to drive the cross border cooperation at institutional and administrative level.

This kind of assistance will be offered within the One-to-One shops.

The final Guide (see point 4) will be prepared also on the basis of the experience of the MOs.

### **3 – CREATION OF A WEB PORTAL AND OF A PERMANENT NETWORK**

The first step of the project provides for the creation and the “institutionalisation” of a permanent *network*, as a tool for the consolidation of relations and a continuous exchange, also beyond the duration of the project.

Indeed, the Partners believe that it is necessary to build a stable network of relations between the different players involved in order to make the study groups a real centre of know-how exchange with regard to the issues identified in the workshops.

In order to support the network and mutual consultancy, the project foresees the creation of a web portal, through which the interaction between the partners of the project and the network of the players involved in the debate will be ensured.

The web portal will be conceived as a forum of discussion on the development of the project and of an on line library for all the stakeholders in the project.

Particularly, the web portal will enable to manage the project and the networking activities among the partners and among the MOs in terms of:

- ✓ allowing a continuous and up-to-date coordination between the MOs;
- ✓ providing the maximum visibility of the activities that took place under the project.

The web portal will host two areas (a public area and a reserved one) with the following main characteristics and tasks.

**Public area:**

- ✓ to inform on the events;
- ✓ matchmaking administration, planning and updating of meeting timetables and the related interpreter appointments during the events.

**Reserved area:**

- ✓ to allow MOs to exchange views on problems related to their activities and find common solutions;
- ✓ to keep all the MOs informed of the major events, activities or any other organisational aspects of the project.

In addition, a final conference will be organised at the end of the project, with the aim to discuss the results of the project, to consolidate the network and to define further steps of collaboration beyond the project.

**4. PRODUCTION OF A FINAL GUIDE**

The guide will be prepared also on the basis of the direct experience from the MOs activities and will be structured to provide all the project beneficiaries with exhaustive information on the results and the objectives achieved through the project (namely practical information directed to the regional/local public officials on how to deal with problems related to the immigration flows). Through the Guide, local authorities will be informed with practical guidelines on best practices of the management of administrative aspects of the immigration flows.

Finally, the guide will be also published, distributed in CD-ROM format and put on the public area of the project web site as well as on the web sites of each public authority participating in the project, so as to ensure the largest diffusion to companies, local authorities and intermediary organizations.

**5. ORGANIZATION OF THE FINAL NETWORKING CONFERENCE IN ITALY**

The final Networking Conference will take place in Italy (Venice) in order to present the results achieved by the project through the workshops, the training sessions and the MOs. Its main effect will be a “spill over”, since it will allow to:

- ✓ strengthen the network created through the project, thanks to the exchange of best practices, information and experiences;
- ✓ spread the information to the target groups (“stakeholders”) that could be interested in the topics dealt with by the project, through the communication strategies, finding out new potential areas of common interest where further cross border cooperation initiatives could be carried out.

The above mentioned activities have a **cross value** if compared to the selected issues the project is focused on. They are considered a priority by the partners in the light of the general purposes the project intends to achieve. Moreover, these activities allow to strengthen the knowledge of the different situations (territorial, sectional, entrepreneurial, institutional, political) and to find tools the beneficiaries of the project will cope with. In addition, these activities represent the basis for empowering local administrations' capabilities of action as far as the issue of the management of territorial development is concerned.

The networking conference, to be organised in Venice in November 2004, will be the occasion to discuss and evaluate the project's results, stimulating the debate on the partners' best practices that show how successfully the public authorities managed the administrative impact of the EU enlargement.

In addition, the Networking conference aims to create the conditions for establishing a network that should involve not only the direct participants in the project, but also those other public authorities situated in the border regions that could be interested in the project's outcomes. This is the reason why the conference is intended as the best starting point to produce multiplier effects and to ensure sustainability to the project through finding a common co-operation path among participating authorities. Last but not least, another objective is to give visibility to the European Commission initiatives and efforts in ensuring a successful process of EU enlargement.

All the participating EU Partners, CEEC authorities, networks and EU Commission officials will be invited to attend the Networking conference.

## **1.8 Methodology**

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The methodology proposed by the project is developed through the creation of workshops for local development that should qualify and orient the action of local authorities. These will develop specific thematic areas considered to be central in the strategy for the local development that the project intends to promote.

All Partners will take part in the planning of workshops and the training sessions of MOs, as well as in the setting of joint definitions of best practices.

Another key element of the methodology of the project is linked to the "proximity effect" vis-à-vis those citizens most concerned by the effect of the enlargement process thanks to the creation of the professional figure of **Migration Officers (MOs)** and of the **One-to-One Shops** that will host the MOs.

Finally, we should mention the "networking" concept developed via the web site, the workshops and the final conference. In particular, as far as web site is concerned, it should be pointed out that the Applicant and its partners are experienced in internet tools and the realization of a web-site. This is considered the best way to ensure the

widest dissemination of information and best practices, while ensuring best value for money.

Furthermore the participation to the Project will be opened to networking and synergies with other existing EC funded initiatives (for example INTERREG, Leonardo da Vinci).

The project will also develop procedures for internal evaluation (3 moments of evaluation) with verifiable indicators reflecting the success of the activities foreseen. Further indicators will be the timely and efficient management of all project's stages and activities according to the attached project implementation schedule. In particular, the monitoring and evaluation of the project, as one of the key features of the project management, will contain different elements to be included in the project implementation schedule:

- ✓ fine-tuned list of activities of MOs and systematic evaluation of the same list (questionnaires for a quantitative and qualitative analysis of both the MOs activity and the effectiveness level of the strategies carried out by the public administrations supported by the MOs in managing the migrant flows issue). Moreover, throughout the two years of project life, the evaluation of the project activities and outcomes will be ensured by appointing two independent institutes;
- ✓ the project team will undertake regular analysis of time and resources in relation to activities during the project phase. It will also provide a continuous control and therefore options to improve the project management on the spot.

It is to be noted that the choice of the authorities from the EU border regions was made taking into consideration similarities in the economic sectors and in the potential needs of the authorities of the EU border regions, when facing the problems arising from the management of the migration flows.

Similarly, the selection of the Partners authorities from other EU areas and from the candidate countries was made by considering those in areas having particular common interests for beneficiary EU border regions authorities.

The team proposed for the implementation of the project include the following partners:

<b>Name of the applicant:</b>	<b>Veneto Region (Italy – border region)</b>
<b>Partners:</b>	Municipality of Thessaloniki (Greece – border region)  <b><u>Other EU cross border partners:</u></b> Venice International University (Italy) Unioncamere Veneto (Italy)

	Confartigianato Veneto (Italy) Centro Estero Veneto (Italy) CESMEAN (Italy) Chamber of Commerce of Treviso (Italy) Province of Vicenza (Italy) Municipality of Venice (Italy)  <b><u>Candidate countries:</u></b> State University UMCS of Lublin (Poland) Municipality of Timisoara (Romania) Chamber of Commerce of Bucharest (Romania)
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As far as the involvement and the role of Partners are concerned, the partnership statement signed by all partners organisations will be used as the Project Framework Agreements.

The lead Applicant is in charge of the administration, the co-ordination of the realization of the project (including the preparation of intermediate and final reports, evaluation of the project, settlement of the project), the implementation of two of the 5 workshops and one of the 5 training session for MOs that will be hosted in the One-to-One Shop to be established on the premises of the Veneto Region .

The Greek Partner is in charge of the organization of 2 workshops and 2 training session for the MOs, as well as for the establishment of 1 One-to-One Shop on its premises.

As for the training of the MOs, the Italian and Greek partners will be in charge of hosting 3 and 2 training sessions respectively, which will last 3 days each, for a total of 15 days. Modules will be prepared by both Partners.

The Guide will be drafted also with the contribution of all the MOs under the coordination of the Venice International University and the Greek partner (Municipality of Thessaloniki).

The creation and management of the web portal will be guaranteed by the Venice International University with the contribution of all project partners for the up-dating of the information concerning the project activities and results.

The final Networking Conference will be organised by Unioncamere Veneto with the possibility of connection in videoconference with other border region partners.

The other EU and CEEC partners are in charge of promotional activities (information and dissemination) for the events, distribution of materials to press, multipliers and interested institutions, assistance in creating the MOs, follow up activities, evaluation of the project.

## 1.9 Timetable and working / action plan

Duration of the project:	24 months
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Year	Activity	Location (city)	Implementing body
<b>Year 1</b>			
Month 1	Workshop	Veneto (Italy)	Veneto Region
Month 2	Training of MOs	Veneto (Italy)	Unioncamere Veneto and Centro Estero Veneto
	Creation of the web portal	Veneto (Italy)	Venice International University
Month 3	Training of MOs	Kentriki Makedonia (Greece)	Municipality of Thessaloniki
	Management and updating of the web portal		Venice International University with the contributions of all project partners
Month 5	Workshop and training of MOs	Veneto (Italy)	Veneto Region
	Management and updating of the web portal		Venice International University with the contributions of all project partners
Month 6	Training of MOs	Kentriki Makedonia (Greece)	Municipality of Thessaloniki
	Management and updating of the web portal		Venice International University with the contributions of all project partners
Month 7	Training of MOs	Veneto (Italy)	Venice International University
	Management and updating of the web portal		Venice International University with the contributions of all project partners
Month 8	Management and updating of the web portal		Venice International University with the contributions of all project partners
	Management and updating of the web portal		Venice International University with the contributions of all project partners
Month 9	Management and updating of the web portal		Venice International University with the contributions of all project partners
	1 <sup>st</sup> Internal evaluation		Applicant (Veneto region)
Month 10	Workshop	Kentriki Makedonia (Greece)	Municipality of Thessaloniki
	Management and updating of the web portal		Venice International University with the contributions of all project partners
Month 11	Management and updating of the web portal		Venice International University with the contributions of all project partners
Month 12	Starting of the preparation of the Guide		Venice International University with the contributions of all project partners, especially Municipality of Thessaloniki

	Management and updating of the web portal		Venice International University with the contributions of all project partners
<b>Year 2</b>			
Month 1	Workshop	Veneto (Italy)	Veneto Region
	Management and updating of the web portal and preparation of the Guide		Venice International University with the contributions of all project partners, especially Municipality of Thessaloniki concerning the Guide
	2 <sup>nd</sup> Internal valuation		Applicant (Veneto Region)
Month 2	MOs activity	In each cross border region	Each cross border partner
	1 <sup>st</sup> external audit		Independent authority
	Management and updating of the web portal and preparation of the Guide		Venice International University with the contributions of all project partners, especially Municipality of Thessaloniki concerning the Guide
Month 3	MOs activity	In each cross border region	Each cross border partner
	Management and updating of the web portal and preparation of the Guide		Venice International University with the contributions of all project partners, especially Municipality of Thessaloniki concerning the Guide
Month 4	MOs activity	In each cross border region	Each cross border partner
	Management and updating of the web portal and preparation of the Guide		Venice International University with the contributions of all project partners, especially Municipality of Thessaloniki concerning the Guide
Month 5	MOs activity	In each cross border region	Each cross border partner
	Management and updating of the web portal and preparation of the Guide		Venice International University with the contributions of all project partners, especially Municipality of Thessaloniki concerning the Guide
	Workshop	Kentriki Makedonia (Greece)	Municipality of Thessaloniki
Month 6	MOs activity	In each cross border region	Each cross border partner
	Management and updating of the web portal and preparation of the Guide		Venice International University with the contributions of all project partners, especially Municipality of Thessaloniki concerning the Guide
Month 7	MOs activity	In each cross border region	Each cross border partner
	Management and updating of the web portal and preparation of the Guide		Venice International University with the contributions of all project partners, especially Municipality of Thessaloniki concerning the Guide
Month 8	MOs activity	In each cross border region	Each cross border partner

	Management and updating of the web portal and preparation of the Guide		Venice International University with the contributions of all project partners, especially Municipality of Thessaloniki concerning the Guide
Month 9	MOs activity	In each cross border region	Each cross border partner
	Management and updating of the web portal and preparation of the Guide		Venice International University with the contributions of all project partners, especially Municipality of Thessaloniki concerning the Guide
Month 10	MOs activity	In each cross border region	Each cross border partner
	Management and updating of the web portal and preparation of the Guide		Venice International University with the contributions of all project partners, especially Municipality of Thessaloniki concerning the Guide
Month 11	MO activity	In each cross border region	Each cross border partner
	Management and updating of the web portal and preparation of the Guide		Venice International University with the contributions of all project partners, especially Municipality of Thessaloniki concerning the Guide
Month 11	Conclusive conference and presentation of the Guide	Veneto (Italy)	Unioncamere Veneto and the other partners
Month 12	2 <sup>nd</sup> Second external audit and 3 <sup>rd</sup> internal evaluation		Independent authority/Applicant (Veneto Region)

## 2. Expected results

### 2.1 Expected results and impact

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The expected results of this project will be:

- ✓ improving the awareness of the cross border authorities on the EU enlargement process and on its impacts on the socio-economic spheres;
- ✓ strengthening the institutional capacity to face the problems linked to the EU enlargement, in particular the increasing migrant flows and the need for an economic and social integration;
- ✓ generating economic development and reducing the migrant flows.

Specifically, as indicated in 1.7, the expected results can be explained as follows:

#### 1. Organisation of the workshops

The workshops will lead to favour a direct confrontation between the players involved in the project and will be an instrument for spreading and debating the issues arisen in the course of the activities. The expected results of the workshops will be the diffusion of best practices and know-how emerging from real experiences. The

spreading of knowledge regarding specific issues coming from real experiences will indeed be based upon local comparative case studies and the Partners hope to get the necessary know-how on new modalities (strategies, instruments, players involved) that can give birth to relevant and successful experiences with regards to economic and occupational growth.

In particular, the workshops will contribute to produce the following results:

- ✓ improving access to information for the cross border regions on the aspects related to the enlargement, especially those concerning the migration flows;
- ✓ assisting cross border authorities in adopting development strategies and actions to manage the migration flows and their administrative and socio-economic effects, including measures for staff qualification.
- ✓ stimulating the cross border cooperation at institutional and administrative level, in order to optimise the networking advantages realised by the project.

## **2. Migration Officers (MOs) in place.**

4 MOs (2 for the Veneto Region and 2 for Greece) are expected to be functional for the successful realization of the workshops and their follow-ups and to develop a new and innovative approach in managing the socio-economic impacts of the EU enlargement. The expected impact will be a technical assistance for public authorities in developing strategies and actions that will provide solutions to the management of the migration flows, including measures for staff qualification. In this context, the creation of the professional figure of the **Migration Officers** will be the key element in:

- ✓ assisting cross border authorities in understanding the effects of increased immigrants flows;
- ✓ assisting the cross border authorities in identifying ad hoc strategies for improving the effectiveness of socio-economic integration policies;
- ✓ assisting the cross border authorities in programming the immigrant flows;
- ✓ improving the quality of information for citizens and companies of the cross border regions, explaining the real effects of EU enlargement and its cultural, social and economical impacts.

In addition, the approach to local development by the setting up of One-to-One shops is expected to improve the quality level of the services provided by the MOs, since Partners believe that this approach will allow effective results in terms of local development and employment promotion through a wide, but focused and integrated, participation of the players in the involved areas.

## **3. Realization of a Guide and web portal**

The Guide and the web portal are expected to reach all the project beneficiaries with exhaustive information about the results and the objectives achieved through the project, serving as a means of dissemination of the cross border regions'

experiences in transnational cooperation. Particularly, the Guide will provide some practical guidance to the local authorities on the best practices of the management of administrative aspects of the immigration flows. The Guide will be presented at the final networking Conference.

The web portal will also ease the management of the project and the networking activities among the partners and among the MOs in terms of:

- ✓ allowing a continuous and updated coordination between the MOs;
- ✓ providing the maximum visibility of the activities taking place in the framework of the project.

Finally, the Guide and the web portal are expected to use the EU logo, giving visibility to the European Commission.

#### **4. Organization of the final networking conference in Italy**

A final networking conference will take place in Italy (Venice) in order to present the results achieved by the project through the workshops, the training sessions as well as the MOs. Its main expected output will be a “spill over” effect, since it will allow to:

- ✓ strengthen the network created through the project, thanks to the exchange of best practices, information and experiences;
- ✓ spread information to the target groups through the involvement of all stakeholders that could be interested in the topics dealt with by the project. This will allow to find out new areas of potential common interest, where further cross border cooperation initiatives could be carried out.

The immediate effects generated by the project concern a focalisation of the interest of the players involved (network) as to the issues being investigated, thus starting - through the Group of studies – real occasions for a permanent debate and confrontation.

## **2.2 Estimated impact on target groups**

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As it results from the range of beneficiaries/addressees of the project, the latter is meant to produce positive impacts and generate advantages with regard to a wide range of players, areas and subjects.

With reference to the planned purposes, the project is estimated to start positive trends of economic development at the local level in the context of enlargement, by promoting, on the one hand, studies on specific and critical issues, and on the other, the support of their implementation on the ground with the MOs' contribution.

In this respect, the project should comply with -or favour- a better management of the processes of European economic and institutional integration and enlargement.

### **Impact to beneficiaries cross border authorities and organisations**

The greatest advantages the project intends to generate regard the domain of local and regional authorities and administrations. Through the consolidation of a permanent network, public decision-makers can immediately rely on directly and clearly identified contact persons (the MOs), bearing interests linked to the areas involved in specific and defined issues. Furthermore, the project is meant to support a more integrated, consistent and organic action of the different interventions concerning local development, with particular reference to the management of the processes which are the causes of labour trends (immigration).

In addition, the project, thanks to the MOs, will provide an important and essential source of expertise available to the partners and to citizens of the target areas (immigrants or local entrepreneurs), since it will offer practical tools and solutions when facing the administrative and socio-economic effects of the EU enlargement process.

As far as the target groups are concerned, the project is expected to have impact on the following beneficiaries:

- ✓ decision-makers in the public sector;
- ✓ managers and officers in the public sector;
- ✓ employers organisations;
- ✓ training centres;
- ✓ business service centres;
- ✓ employment service centres;
- ✓ small and medium enterprises;
- ✓ scientific community;
- ✓ the immigrants;
- ✓ the citizens of the cross border regions;
- ✓ local private companies.

### **Impact on the Partners' network**

Finally, the project is expected to produce an impact on the network level, thanks to the project's web portal and the Networking Conference. These tools will produce a spill over effect since they will reinforce the project network and involve potentially interested stakeholders on fields of common interest, in order to enhance further cross border cooperation initiatives.

## **2.3 Publications and other outputs**

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At the end of the project the following outputs are expected:

- ✓ 1 **Guide** about information on the main results achieved through the project and with some practical guidance to the local authorities on best practices for the management of administrative aspects of the immigration flows, in order to develop solutions for the management of the socio-economic impact of the EU enlargement;
- ✓ 1 **web-based portal** giving access to a virtual library with collection of documents on the issues of interest to the partners and spreading them to a wider audience;

- ✓ 1 **final Networking Conference** at the end of the project;
- ✓ confrontation on the result of the project, exchange of experiences among the Partners and setting up of future collaborations and best practices.

## **2.4 Dissemination Strategies**

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The project also focuses on the dissemination of the results. In order to ensure a real success of the project, the partners are convinced of the opportunity to spread the project's results as wider as possible, involving other public authorities and administrations apart from those directly participating in the project and that take advantage of it. In addition, since the partners are aware of the socio-economic dimension of the EU enlargement process, they are motivated to adopt dissemination strategies that ensure the maximum diffusion of the project's outputs to those stakeholders that are potentially interested in the issues related to the accession. These stakeholders are local SMEs and immigrants, whose daily activities will be influenced by the enlargement process.

In this respect, the project has identified a series of specific actions which are functional for a successful dissemination to the following targets:

- ✓ cross border authorities: dissemination of information and exchange of best practices on the basis of the MOs and experiences and thanks to the Guide to be distributed widely via local organisations, like ie: Chambers of Commerce;
- ✓ partners network: information on the main problems arising from the EU enlargement in the cross border regions thanks to a wide access to the project's web portal;
- ✓ CEEC authorities: dissemination of the experience acquired through the project activities, dissemination of information related to the activity of the MOs in the cross border areas, participation to the final Networking Conference, distribution of the guide and access to the web portal.

It is worth noting that the Guide will be distributed to the public authorities in the concerned areas and will be made available to the staff of other local and regional public authorities, business associations, as well as to the European Commission. Also the web portal - as a patrimony of documentation and evidences available in electronic format collecting and storing the important outputs of the project, the relevant studies and analyses carried out, will ensure dissemination and visibility in the long term also after the conclusion of the project.

Furthermore, the Partners are expected to continue to use the web portal tool even after the end of the project, considering that all the material produced during the life of the project will be available on the Partners' web sites, together with instructions on how to use it.

The workshops also give visibility to the activities of the project, and offers a possibility to extend the range of partners directly involved (i.e. direct beneficiaries of the project) as well as of the possible partners.

## **2.5 Multiplier effects**

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The project, as it has been conceived, provides for an innovative methodology, characterised by a modular approach, allowing to be repeated and extended to other contexts. In particular, the directions for a possible development are as follows:

- ✓ **sectional/district extension**. Starting from the structure and the categories of addressees of the project, an extension of the project to other areas of sectional specialisation is possible;
- ✓ **territorial extension**. Obviously, the study and the feedback of the project might be of interest also to other regions and areas in Europe. The issue of the administrative impact of the EU enlargement is, in any case, of interest as far as the economic and social development of those territories are concerned. The Partners will put at the disposal of other regional authorities the findings of the project so as to give the possibility to replicate the experience of the project in other areas.

In particular, the multiplier effects will also be achieved through:

- ✓ open participation to the workshops and training sessions;
- ✓ the Guide and web portal, whose multiplier effect and visibility are ensured thanks to the widespread distribution of the Guide and open access to the web site;
- ✓ the final networking conference with the participation of other stakeholders than the partners of the project;
- ✓ the network of MOs;
- ✓ the final conference.

### **Workshops and training sessions for MOs**

As already pointed out, the project provides for the organisation of international workshops aiming at discussing and spreading the best practices achieved, while encouraging the widest participation of other stakeholders which are not partners in the project (on a gratuitous basis).

In addition, the participation to training activities of the MOs will also be open to other local organisation on a gratuitous basis, allowing parallel replication of the MOs approach also in areas not targeted by the project.

### **Guide and web portal**

The Guide and the web portal are two tools that will allow to reach all the project beneficiaries with exhaustive information about the results and the objectives

achieved through the project, serving as a means of dissemination of the cross border regions' experiences in transnational cooperation. In addition, the Guide is expected to use the EU logo, so as to ensure visibility to the European Commission.

### **The network of MOs**

The MOs will be one of the key actors of the project and will ensure the widest possible multiplier effects. In fact, the MOs will have the following characteristics:

- ✓ permanence in the structures of the cross border partners;
- ✓ continuity in providing assistance to immigrants and local companies, tutorship to public authorities in the daily management of the problems, opportunities connected with the EU enlargement impact and its socio-economic consequences.

### **The final networking conference**

The final networking conference will ensure a spill over effect by strengthening the project network and spreading potentially interested stakeholders on new potential areas of common interest, where further cross border cooperation initiatives could be carried out.

At the same time, the final conference will define the context in which the effectiveness of the partners' work will be evaluated, drawing up possible ideas and proposals for a possible replication of the project experience.

## **2.6 Sustainability**

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Both the financial and institutional sustainability of the project is guaranteed by the Applicant and the partners, since they are public (or semi-public) authorities.

In order to ensure sustainability of the project after the end of the Commission's funding, all the 10 EU Partners will set a mechanism of regular consultation so as to ensure contacts and follow-up in relation to the monitoring of the effectiveness of the MOs assistance.

In addition, regular consultation will be instrumental to continue the exchange of the best practices, of the experiences and improving the skills of the public authorities in managing the administrative impacts produced by the enlargement, especially concerning the increased migrant flows. Analysing the outcomes obtained through the project activities and the effectiveness level achieved, the project Partners will also evaluate the opportunity to ensure continuity to the MOs experience in terms of a definitive integration of the MOs and the One – to – One shops in structures of the cross border authorities.

The Partners believe that the project can fail to reach the overall objectives only because of unavoidable circumstances beyond the control of the project management. These circumstances encompass essentially political and economical uncertainties.

Assuming a smooth enlargement process, other risks are not to be envisaged.