



Lifelong Learning Programme



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LIFE LONG LEARNING PROGRAMME 2007-2013

IN-DIVERSITY. Managing cultural diversity in the workplace

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EXTERNAL EVALUATION MIDTERM REPORT

From October 1 2010 to December 1 2010



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Project Context

The project intends to transfer to other countries the innovation of the products of the following European projects: *DiMant-Diversity Management Tools for the Workplace*; *Empresa e Inmigración en la Unión Europea* and *Empresa e Inmigración en la Unión Europea (renovación)*. The products will be transferred from a geographical perspective because the project will adapt them to the national languages of the partner's countries.

The project will focus and go in depth specifically on workers' cultural differences due to ethnicity, race or religion. Moreover, in the framework of this project, it will be studied the reality of the companies in every partner country, analyzing the migrant movements and adapting the final products of IN-DIVERSITY to the situation in each country concerning to the cultural diversity in the companies.

The two main project's specific objectives are:

- Train the managers of the companies and people in the Human Resources Departments, Middle Managers, etc., about how to manage the cultural diversity, improving the work environment.
- Provide to the companies, entrepreneurs associations, trade unions, training entities and NGOs with tools to manage cultural diversity in the workplaces, adapting those tools to the national language and the socio-political and cultural realities in each participating country.

The project is financed by the LIFE LONG LEARNING PROGRAMME 2007-2013/ Leonardo Da Vinci Transfer of Innovation.

The project's partners are:

- **Instituto Europeo para la Gestión de la Diversidad (IEGD)**. Spain.
Applicant and responsible of the project coordination and management.
- **Greta Du Velay (GDV)**. France.
Partner 1 and responsible of leading the WP2.
- **Work Research Centre (WRC)**. Ireland.
Partner 2 and responsible of leading the WP3.
- **Instituto de Formación Integral (IFI)**. Spain.
Partner 3 and responsible of leading the WP4.
- **Stiftelsen Minerva (MINERVA)**. Sweden.
Partner 4 and responsible of leading the WP5.
- **Training 2000 (TRAINING2000)**. Italy.
Partner 5 and responsible of leading the WP6.
- **Fundación Cepaim (CEPAIM)**. Spain.
Partner 6 and responsible of leading the WP7.

Outputs of the project

The main outputs of the project are:

- Virtual Platform that includes: Project's Website (www.in-diversity.eu), E-learning platform and intranet for partners.
- National reports on cultural diversity.
- E-learning course in several languages (Spanish, English, French, Swedish and Italian) about managing cultural diversity in the workplace.
- Cultural Diversity Management Toolkit.
- Pilot experiences reports.
- Two Mailing lists: One of them with companies with high level of foreign workers or belonging to sectors with high level of migrant workers, and the other mailing list will identify entrepreneur associations, training entities, trade unions, immigrants and cultural associations and NGOs related to cultural diversity and immigration.
- Intermediate and Final National Seminars for managers, middle managers, Human Resources managers, technicians, trainers, etc.
- Publications: Newsletters and Postcards.

Activities that has been undertaken

- The Technical Secretariat has been named and the Quality Committee has been created.
- The brand image of the project has been developed. In this sense, the project Website and also the intranet for the partnership communication have been designed and set up. The website offers the products to be transferred, reports and relevant information to the visitors. Also the project diffusion and publicity materials are available on the website. It has been developed different tools for diffuse the project: brochure, Newsletters and postcards. All these materials are available in the following languages:

Spanish, Italian, English, French and Swedish. The material could be downloaded from the project's website. Some partners have handed out leaflets and postcards in activities with the target groups.

- A total of five national reports about immigration have been written. The leader of the WP2 has summarized all the national reports in a final document. This final report reflects the cultural context of migration in the partner's countries; analyze the national legislation on immigration; analyze the socio-cultural characteristics and the labour situation of the foreign nationals with more presence in each of the partner's countries; study the initiatives and programmes about the ethnic and race and religion equality at national and European level; compile a list of organisations, entities and public bodies working for the labour insertion of migrant people. The report has transferred the results of the DiManT and “Enterprise and migrant the workforce in the EU” projects. The report includes three examples of best practices on cultural diversity in companies. Finally, with the aim of having the participation of the target groups in the analysis, each partner has carried out 6 interviews: 2 with experts on immigration and interculturality; 2 with general workers whom manage diversity and 2 with immigrant workers.
- A total of 3 partnership meetings have been celebrated (Barcelona, France and Ireland). And one additional training meeting in Madrid.
- The draft of the training program adapted is already approved by all partners.
- The ToolKit of DiManT project has been updated to new cultural diverse realities that are relevant to migration movements.
- The project's results as well as the partner's performance have been evaluated internally by the leader of the WP6. The leader of the WP6 has written two internal evaluation reports. Additionally, an external evaluation firm has sent evaluation questionnaires to all partners and one member of this company attended at the Dublin meeting.
- A total of 35 activities for dissemination and exploitation of the project's results have been organized.

Changes that have been carried out from the original chronogram

Up to date, no major changes have occurred. On the contrary, all partners have finished their tasks on time and following the working plan as well as the guidelines of the Quality Committee.

Nevertheless, after the meeting in France, it was evident the necessity of organized one additional activity that was not foreseen in the proposal. In order to make a good transfer of the DiManT Toolkit, it was agreed the organisation of a training activities for the partners in Madrid. The aims of this activity were to learn how to use efficiently one of the products for transferring and to analyze the adaptation of the DiManT toolkit to the In-diversity project. The National Authority gave written authorization to carry out the new activity putting as condition that the budget allocation wouldn't be affected.

Finally, in the working plan it was scheduled a dissemination seminar for October 2011. After the meeting in Dublin, it was agreed that the wide impact of the seminar would be greater if it was presented the new e-learning program. Hence, it was agreed to re-schedule the diffusion seminar at February 2012. The National Authority gave written authorization to carry out the activity.

Partners' evaluation of the project

After the meeting in Dublin, on September 2011, the partners and the leader received a questionnaire to complete the external evaluation. The aim of this questionnaire was to know the partners' view on different aspects of the project. Thus, the partners assessed the following aspects: partner's meetings, leader's performance and work package performance.

The results are the following:

In general terms, the partners have assessed in a very positive way the three meetings celebrated so far. The partners agree that they have been informed about the organizational aspects in all the meetings; that the meetings have lived up their expectations and also that the meetings gave them enough feedback and information about the project and the role of each partner.

Regarding to the leader's performance the partners agree that the leader has gave them enough information about the administrative and financial aspects of the project; that the leader coordination and management of the project is excellent, that the leader has met the timing of the work plan; and also that the leader is open to comments and suggestions from the partners.

The partners agree that the performance of the work plan has been good and coherent so far. All agree that the work packages' leaders have met the foreseen objectives, activities and results. Even though the chronogram has been met as planned, the partners agree that it is necessary that the work package' leaders and also all partners, try to use a holistic perspective and participate in the overall project not only in their own work package.

Conclusions and recommendations

The performance of the leader, partners and work packages is in general very good. All the foreseen activities and also the results have been met in time and following the working plan. The partners' commitment with the project is in general strong, and all partners are carrying out their task following a collaborative work environment, and also promoting collaborative working approaches. However, it would be very positive for the project management if the partners try to work considering the overall project and not only concentrating in their own work package.

In conclusion, the project In-Diversity is being executed in an efficient and effective manner by all partners and the leader. Up to date, no major changes have occurred and no major changes are expected from now until the end of the project.