



Integration indicators, monitors and benchmarks

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Albert Einstein

***Not everything that can be counted counts
Not everything that counts can be counted***

*Quotation found in
UNDP Measuring Human Development
A Primer*

Key points

1. A European State of integration Report could be prepared annually or bi-annually which captures the changing composition of the population and the integration situation under the headings: active citizenship, economic participation, social cohesion, culture and education, with diversity, anti-discrimination and equality as cross cutting issues.
2. The report contains statistical and other data from existing national and European monitoring systems and independent sources. It monitors progress over time. As baseline report it is refined through more in-depth reporting by governments and other stakeholders on policy inputs, outputs and outcomes in each member state.
3. Policy-makers and practitioners can use the report for benchmarking and peer review purposes and generate additional and more detailed information relevant to the work for which they are mandated, that is: the different levels of governance, the different dimensions of integration and the different groups within the immigrant population.
4. Governmental and non-governmental justice and home affairs stakeholders contribute to integration by concentrating on fundamental rights of citizens and citizens-to-be and on issues of admission, residence, family life, civic citizenship, civic participation and naturalisation.
5. Integration can be defined as convergence of societal outcomes. Distributing policy inputs on the basis of equality principles increases the change that they produce equal outputs. Promoting equal opportunities increases the change that outcomes converge. The results can be measured in terms of well-being of the population (including immigrants and refugees).
6. The selection of benchmarks is a collaborate effort of integration actors. Economic, social, cultural and justice actors develop benchmarks in their respective fields of expertise. These can be used to shape and improve national and European policies. Together they constitute a comprehensive approach to integration to which all citizens and citizens-to be can contribute and from which they can benefit.
7. When reviews demonstrate that integration policies are successful, it is sometimes claimed that integration is a success. Just as the assessment that integration has failed is sometimes blamed on policies. However, the relationship between integration policies and integration is rather complicated. There is a long way from integration outputs to integration outcomes, impact and sustainable integration.
8. A joined-up approach to review may help to discern the dynamics between successful policies and successful integration. However, integration is never completed and policies are hardly ever perfect.
9. Surveys are a tool for the measurement of successes and can help to bridge policy input and outcome. However, too often surveys are conceived as "complaints mechanisms" that look to reconfirm the presence of assumed problems and dissatisfaction among the host society and among immigrants. Rather, "needs assessments," "client feedback" or "citizens surveys" are the kind of surveys that look at how to address those problems, improve satisfaction and help to seize integration opportunities.

Introduction

European societies are rapidly and fundamentally changing, as they become more diverse than ever before. Policies can anticipate and influence these societal changes and may even shape the course of events. Integration policies concern society as a whole as well as specific vulnerable groups, which includes immigrants and refugees, those with and without a legal status, newcomers as well as citizens with an immigration background, old and young, man and women.

Integration policies aim to deal with and bring about change. Change in the situation of migrants and refugees. Change in the hearts and minds of other residents of countries, regions and cities. Change in organisations and institutions. Those actively involved in making these changes know what issue brought them to integration and that they are in there for the long haul. Negotiating about goals and means, sharing responsibilities and resources, matching competences and skills are all part of the deal.

This conference is about how one can learn from each other and improve integration policies and enhance integration. Key concepts are: indicators, monitoring and benchmarking. I use the following working definitions of these concepts.

An indicator is a focussed and referential summary in qualitative or in quantitative terms of what often is a complicated situation or process.

Monitoring is the systemic observation of and regular reporting on situations and change.

Benchmarking is setting high standards and identifying and learning from best practice.

Indicators enable policy-makers and practitioners to compare situations over time and between contexts. They are therefore invaluable tools for monitoring, formulating policy goals, implementing and improving policies through benchmarking and review.

Indicators can be categorised on the basis of their use. Context indicators summarise social and political situations. Input indicators summarise policy measures, financial resources and other actions. Performance indicators summarise efficiency and effectiveness. Output and outcome indicators summarise products, impact and sustainability.

Fig 1 Indicators and their use

INDICATORS	CONTEXT	INPUT	PERFORMANCE	OUTPUT AND OUTCOMES
USE	<ul style="list-style-type: none"> • Mapping • Priority setting • Policy design 	<ul style="list-style-type: none"> • Policy measures • resourcing • Actions 	<ul style="list-style-type: none"> • Efficiency • Effectiveness 	<ul style="list-style-type: none"> • Products • Impact • Sustainability
Monitoring and review				
Reporting – audits - exchanges of good practice – peer reviews – evaluation				

Policies can respond to a situation and/or can change a situation. The situation, policy design and implementation as well as policy impact can be monitored. Policies can be reviewed by reporting, audits, exchange of good practice, peer reviews and scientific evaluation.

How does that work in the integration field? In this paper I deal first with the link between integration monitoring (1.1) and the setting of integration policy priorities (1.2) before turning to implementing and improving policies (2.1) and to reviewing policies (2.2).

1. Monitoring and contextual indicators

Integration is a multi-dimensional, long-term and non-linear process, involving individuals, groups of individuals and society as a whole. This raises questions such as: What should, is and can be monitored in that process? What are relevant general (integration) indicators and what are specific immigrant integration indicators? How to track changes over time? Who is setting priorities and who is generating data?

1.1 What should, is and can be monitored

The EU Website on Integration organised its library around the headings below (fig 1). Under these headings good practices, policy papers, research and other documents are collected and stored. These headings reflect the complexity of integration processes that are going on in many areas of life. For each heading and sub heading indicators can be developed and policy developments monitored.

Figure 2 Integration as a multi-dimensional process

<ul style="list-style-type: none"> ➤ ACTIVE CITIZENSHIP <ul style="list-style-type: none"> • Residence and work permits • Civic citizenship • Naturalisation • Political participation • Volunteering and third-sector • Consultation, mediation and dialogue platforms • Civic education ➤ ECONOMIC PARTICIPATION <ul style="list-style-type: none"> • Employment • Recognition of qualification and skills assessment • Vocational training and career development • Workforce diversity and capacity-building • Self-employment and entrepreneurship • Supplier diversity ➤ SOCIAL COHESION <ul style="list-style-type: none"> • Housing and urban development • Social inclusion • Social protection • Health • Other services ➤ EDUCATION AND CULTURE <ul style="list-style-type: none"> • School education • Out-of-school education incl. life-long learning and distance education • Language competencies • E-learning • Intercultural dialogue including interreligious dialogue • Cultural activities and diversity ➤ ANTI-DISCRIMINATION AND EQUALITY <ul style="list-style-type: none"> • Anti-discrimination at work • Anti-discrimination in service provision • Access to justice • Equal opportunities • Positive action

Clearly, the more complicated the process, the more indicators one needs to capture it and the greater the risk one runs of undermining the whole idea of summarising a process. One has to explain how the choice for the different indicators and how they relate to each other (the guiding and underpinning theoretical framework). Which indicators have the greatest impact on other indicator results and are the greatest explanatory factors for integration: employment, education level, knowledge of language and culture, security of status, naturalisation, etc? This analysis is resource intensive work and requires a lot of research and consultation, especially when undertaken on a European scale.

There are a number of quantitative and qualitative monitoring systems in place or in the making.

Quantitative Context indicators

- Eurostat, the OECD and the European Observatory on the Social situation and demography provide data on the composition of the population. The data is used in the Open Method of Coordination on social protection and social inclusion
- The UNDP's Development Report gives information on countries of origin and destination
- The Labour Force Surveys provide labour market statistics that can be used as indicators of the socio-economic position of the overall population and that of immigrant and refugees
- The European Social Survey and Eurobarometer provide information on the population's well-being and indicators of openness, tolerance and inclusiveness

The quantitative and statistical exercise can be used to draw up quantitative indicators. Employment rates may be used as indicators for a country's economic situation and the population's socio-economic status. Migration and refugee statistics may be used as indicators for a country's openness, as can naturalisation rates.

There are many qualitative monitoring systems which often are official reporting mechanisms or reports produced by the private sector or civil society organisations or the private sector.

• *Qualitative Monitoring*

- Reporting to national Parliaments and International Treaty Bodies
- Reports on the implementation of EC Law (for example on anti-discrimination)
- ECRI country reports
- NGO shadow reports

A particular way of monitoring and reporting changes over time and between contexts is the drawing up of indexes. These systems compare the performance of countries or institutions over time or compare countries with each other. Some translate quantitative information into quantitative indicators. They demonstrate strength and weaknesses of policies.

Score boards and indexes

Competiveness Index
Lisbon Review
MIPEX

International reports and monitoring systems (observatories and indexes) are usually grounded in scientific research that mobilises transnational networks of experts and

research institutions. In this way, a link is being made between national and international research, which enhances the quality of the content and makes comparative reports more relevant and cheaper to produce.

The many authors and multiple purposes of these reports and monitoring systems do not always make them easy to use for integration policymakers and practitioners. Their relevance and usefulness for integration stakeholders can be increased through:

- Secondary analysis of the data through the lens of migration and refugee issues
- Writing synthesis reports on specific topics
- Mainstreaming migration and refugee issues in existing mechanisms

A European State of integration Report could be prepared annually or bi-annually capturing the changing composition of the population and the integration situation under the headings: active citizenship, economic participation, social cohesion, education and culture, with cross cutting issues such as diversity, anti-discrimination and equality.

The report would contain statistical data and a succinct statistical analysis from existing national and European monitoring systems and independent sources. It would monitor progress over time. As baseline report it can be refined through more in-depth reporting by governments and stakeholders on policies, inputs, and outputs in each Member State.

The European Migration Network can play a leading and stimulating role in this regard. The EU Website on Integration can be used as a supportive vehicle.

1.2 Setting priorities and generating data

Since integration is an area of shared responsibilities governmental and non-governmental actors make their own decisions about their integration priorities and design their own policies, programmes, and projects. Annex I of the first edition of the EU Handbook on Integration describes seven steps for this process, on the basis of which policy and performance indicators can be set and reporting can be organised. Gathering information around priorities helps to link the different dimensions and facets of integration policies and practices, and to compare them for learning purposes.

The priorities set and information generated by integration actors will depend on:

- Status of the organisation: governmental and non-governmental
- Core function: policy or implementation; research or service-providers
- Operational level: local, regional, national and European
- Mandate: legal, social, economic, cultural, etc.
- Resources and capacity: skills and competences, connectedness and finances

All actors can benefit from general information, but, depending on their mandate and agreed priorities, will use only certain parts and may need additional, more specific information. For example, population statistics make a distinction between nationals and third-country nationals. Actors in the field of education and health may use them as indicators of the diversity of the population that they serve. However, they will need more and more detailed information. Refugees may have very different needs and capacities from the general migrant population, even though both are third-country nationals. They will also need information on irregular immigrants who are also their clients. Another example is the size of the working-age population in and out of employment. Actors in certain industries, sectors, or at regional and local level will need to complement the very general information provided on a European and national level, detailing information in terms of, for example, locality and migration status. Where

official statistics do not provide this information, integration actors will need to generate it themselves.

In other words, integration actors use what is available and useful but will need to generate more information that is tailor-made to their situation and policy priorities. Governments can support actors generating additional information by making all sorts of resources available such as existing research outcomes, research capacity, research templates, platforms for information gathering and dissemination, etc. In this way general and specific knowledge become complementary and comparable.

Organisations working in different fields are often leading on specific integration issues. For example, when migration is seen predominately as a socio-economic issue, then ministries of labour and economic actors are in the lead. Refugee issues may be considered a predominately human rights issue, in which case ministries of justice and humanitarian organisations are in the lead, and so on. Each ministry and set of stakeholders not only determine the terms of the debate and lead on policy implementation, but they also often act as the mainstreaming actor: putting their integration issue on the agenda of other actors.

In the current integration infrastructure, ministries of justice and home affairs are in the lead in many countries, as is also the case at European level. Their mandate applied to integration can be described in terms of the promotion of civic and national citizenship. They are responsible for and design and implement measures for admission, residence and work permits, naturalisation, etc. Quantitative targets can be set for these matters and performance indicators for their achievement.

Fig 3 Generating and refining data

Generating data

1. *Composition of population*
Citizens and citizens -to be
Gender, age, nationality
2. *Active citizenship*
Freedom
Justice
Security

Membership organisations
Participation in elections
3. *Economic participation*
Employment rates

Small and medium enterprises
Professional qualifications

Contribution to taxes and social security
4. *Social cohesion*
Social mobility

Income (in) equality
5. Education and culture

Refining data

- National , regional and local level*
- First, second and third generation
Migrants and refugees
Asylum- seekers
Irregular migrants
- Mobility
Access to Justice
Residence status
- Long term residence status
Naturalisation rates
Mainstream or immigrant associations
Number elected immigrants
- Employment rates immigrants
By sector and age groups and gender
Ownership of immigrants by size /sector
Skills and competences of first and second
Generation
Immigrants contributions
- Different social categories including
immigrants
immigrants compared with nationals

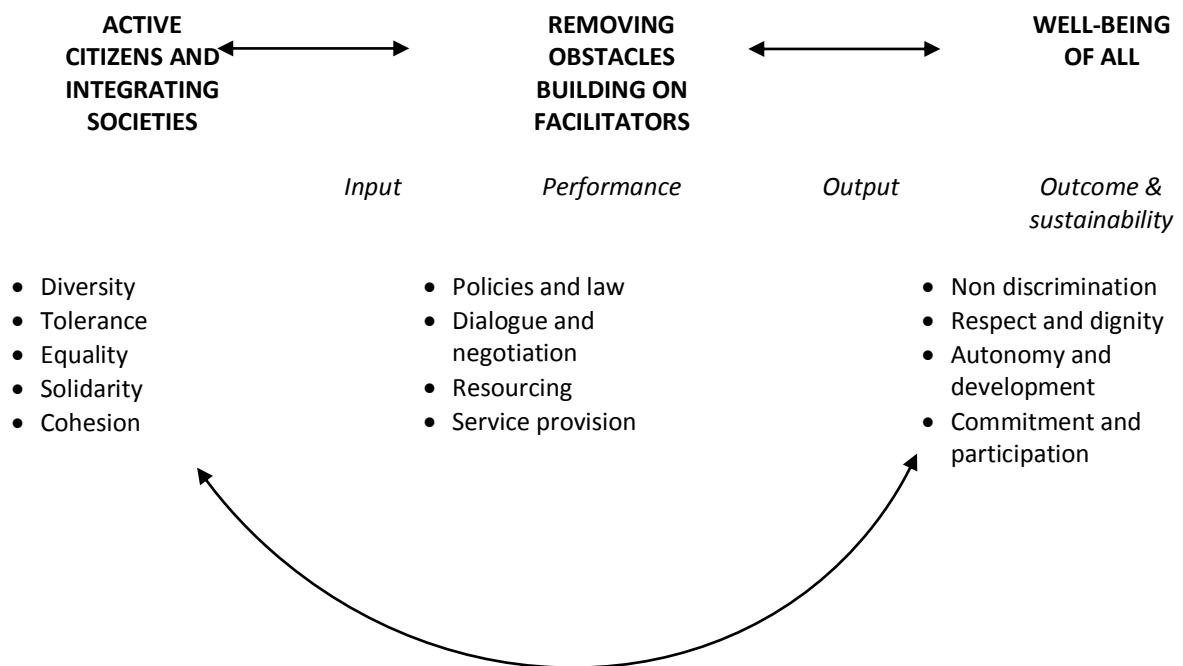
etc.

2. Implementing - improving policies and performance indicators

Integration is an ongoing challenge for every society and requires an active engagement which usually is based on society's core values. For individuals and organisations it is a life-long learning process, requiring change and adaptation. Policies can promote societal integration for which various instruments can be used: from legislation to service provision. Policies can remove obstacles and build upon facilitators.

Integration can be defined as convergence of societal outcomes. Distributing policy inputs on the basis of equality principles increases the change that they produce equal outputs. Promoting equal opportunities increases the change that outcomes converge. The results can be measured in terms of the well-being of the population.

Fig 4 Improving integration policies and measuring outcomes



Policies are based on practice and other evidence. The Annex I of the second edition of the EU Handbook on Integration describes three steps to translate outcomes of successful practices into policies, which include impact assessments and other review methods.

2.1 Benchmarks and benchmarking

A benchmark is a standard to aspire to and a reference against which performance can be measured. There are quantitative and qualitative benchmarks and ideally they are developed and agreed upon by as many as possible stakeholders. This means that a variety of stakeholders, covering various dimensions of integration, can draw up benchmarks which they consider relevant and helpful for their work (See figure 2 for an overview of the integration fields that can be covered).

The first step is to select a field and work towards agreement among stakeholders on defining benchmarks for each of them. A method that can be used is raising questions as to what the key success factors are for the field under consideration and whether or not citizens and immigrants and refugees are equally entitled to or benefitting from what is captured by these factors. Taking figure 2 as a starting point, this could look as follows.

Fig 5 Developing benchmarks: questions for the relevant actors

- *Active citizenship*
 - ✓ Do immigrants and nationals have a secured civic and legal status including the right to family life?
 - ✓ Are immigrants and nationals benefitting from (the right to) civic participation? Are immigrants and nationals taking part in public life?
 - ✓ Are immigrants and nationals taking up citizenship?
- *Economic participation*
 - ✓ Do the jobs that immigrants and nationals match their skills and aspirations?
 - ✓ Does the public sector workforce reflect the composition of the population?
 - ✓ Do immigrants and nationals with a business plan start their own business? And access public procurement?
- *Social cohesion*
 - ✓ Are immigrants and nationals treated equally?
 - ✓ Can immigrants and nationals access: Justice? Housing? Health? Education? Services?
- *Culture and Education*
 - ✓ Do immigrant and native pupils have the same access to opportunities, participate as much, and perform as well in the school system?
 - ✓ Do immigrants and nationals have common languages of communication?
 - ✓ Do immigrants and nationals have the same access to opportunities, participate as much, and perform as much in cultural life?

The next step would then be the identification of promising practices which produces the desired results, which in turn is followed by the development of quantitative and qualitative benchmarks. The way this is being done varies per topic and per stakeholder. For example, residence is secured within five years, participation rates in elections are brought at the same level as nationals, and naturalisation rates increase with 10% in five years.

The policies, programmes, and projects put in place to achieve the benchmarks can be improved by such techniques as benchmarking, auditing and peer reviewing. Benchmarking is a process of mutual learning and improvement of policies and practices. Together, participants go through the various stages and steps of the benchmarking exercise. (See Annex II to the forthcoming third edition of the EU Handbook on Integration).

Fig 6 Benchmarking stages

1. Planning

- **Subject:** Integration is a multi-dimensional process: What specific area does your work address?
- **Find a working definition of the process:** Divergent concepts or models of integration can hinder cooperation and comparative analysis. How does your organisation see its work contributing to long-term well-being and convergence of societal outcomes for all members of a diverse society? Is your work promoting active participation, the acquisition of skills and competencies, or institutional openness and cultural change?
- **Seek potential participants:** Who do you have a shared interest in learning from and with? Would you partner with organisations with similar activities, but in different cities or countries? Or would you prefer to learn from organisations with a similar objective, but activities in different sectors?

- **Establish the benchmarking structure:** The leadership of the organisation demonstrates its willingness to benchmark and allocates sufficient resources. What methodology, protocol of engagement and code of conduct will be used among participants?
- 2. Research**
- **Define your direct beneficiaries:** Europe's existing diversity is enhanced by the arrival of immigrants, who are themselves diverse. What members of a diverse society directly benefit from your work on integration? Are they specific categories of immigrants, different generations, the general public, public institutions, etc.?
 - **Identify authoritative data sources:** Since national and European gaps on data collection may make the search for comparable data a desperate one, benchmarkers may be their own best resource. What sources are available for disaggregated, comparable data about your beneficiaries?
 - **Collect data and map the impediments faced by your beneficiaries:** In your area of work, what problems do your direct beneficiaries report as most frustrating their long-term well-being? If you do not have any information about their experiences, what problems do practitioners most often see and hear about?
 - **Translate impediments into areas of improvement:** What would be clear-cut and action-oriented goals that your organisation could adopt to eliminate these impediments and build on integration facilitators?
 - **Map the policies:** What goods, services and policies are organisations providing to address these areas of improvement?
- 3. Analysis**
- **Conduct retrospective and prospective impact assessments:** How has your past work impacted on these areas of improvement in your situation? What working alternatives might improve your impact in the future?
 - **Standard-setting:** What international legal norms or professional standards directly apply to your field of work?
 - **Search for and study best practice:** What practices can be found that best meet the various criteria set out in these standards?
 - **Investigation of those practices and organisations:** Techniques range from the simple study of publically-available information to team visits, seminars and more sophisticated methods like peer reviews, exchanges and learning partnerships. How has another organisation used these standards to design the practice? What are the "next steps" to watch out for in implementation? What factors explain their success?
- 4. Implementation**
- **Make improvements to policy and practice:** Adopt new measures to close or narrow the gap between current and best practices. How could your practices meet and even exceed those standards?
 - **Agree on accompanying common indicators, targets and benchmarks:** How could your areas of improvement be translated into common yardsticks and measurements that evaluate your work's contribution to overall integration?
 - **Report, review, and adjust benchmarking process:** How could this process be improved over time in order to continuously improve your performance on this area or to address new subjects?

Another way of improving policy implementation is the application of quality management principles. An example is the Quality Initiative which the UNHCR is carrying out in six Eastern European countries.

Fig 7 Quality Initiative

Evaluating and improving the refugee decision making process

The ASQAEM project will look at first and second instance decisions of asylum procedures in the participating Member States.

In a first phase, ASQAEM will evaluate how the concerned EU member states assess claims for international protection after having transposed EU legislation. After the evaluation process ASQAEM will suggest specific actions designed to improve the quality, fairness and efficiency of first and second instance decision making. In addition, the project will have a training component that encompasses trans-national exchange and the training of individual decision makers as well as NGOs dealing with protection claims.

EVALUATION: An independent and objective evaluation through direct monitoring of the current methods in the asylum procedure in order to determine how the 1951 Convention and other relevant instruments are applied in the decision making process.

TRANS-NATIONAL PARTNERSHIPS: ASQAEM will promote the exchange of experiences between states, using trans-national partnerships to find solutions to common challenges and identify best practices.

INDIVIDUAL TRAINING: The project entails one-on-one coaching based on individual case evaluation and analysis in order to identify gaps and train concerned decision makers on how to close them.

THEMATIC TRAINING: Decision makers will be offered training focusing on specific aspects such as credibility assessments, the use of country of origin information, nationality, internal flight alternative, accelerated procedures etc.

SUSTAINABILITY: Within each asylum authority, ASQAEM will train internal evaluators so an in-house quality assurance capacity is generated. In addition, the project will use external resources from civil society to build monitoring and evaluation capacity in the non-governmental sector.

National courts are charged with a supervisory jurisdiction over asylum decisions in order to ensure that the decisions are both fair and correct. The ASQAEM Project will work with 2nd instance decision makers in the national courts to ensure that they have all the tools necessary to discharge this function, including running targeted seminars and training.

Reviews serve the purpose of learning and improving policies and practices. They can and often are also used to make wider assessments of the situation. For example, when reviews demonstrate that integration policies are successful, it is often claimed that integration is a success. Just as the assessment that integration has failed is often blamed on policies. However, the relationship between integration and integration policies is rather complicated. There is a long way from integration outputs to integration outcomes, impact and sustainable integration. A joined-up approach to review may help to make distinctions between successful policies and successful integration. Such an approach would cover the path from principles to impact and look at the whole evaluation chain, linking various indicators. This requires co-operation between different agencies thus bringing together the required skills and competences.

Fig 9 A joined-up approach

Step 1	From principles to policies
<i>Question</i>	What are the principles behind integration policies? How do they compare across Europe?
<i>Tool</i>	Legal/policy input indicators
<i>Partnership</i>	Led by legal experts and practitioners The European institutions
<i>Evaluation framework</i>	European legal and policy standards for promoting integration
Step 2	From policies to practice
<i>Question</i>	To what extent are governments equipped to deliver on national policies?
<i>Tool</i>	Performance and output indicators
<i>Partnership</i>	Led by government Project managers, Ombudsmen, equality bodies, legal practitioners, NGO service-providers, migrant representatives
<i>Evaluation framework</i>	Fair and equal access, participation, and satisfaction for services
Step 3	From implementation to results
<i>Question</i>	Are the results impacting on immigrant and societal integration?
<i>Tool</i>	Outcome and impact indicators
<i>Partnership</i>	Led by statistical bureaus and consultation committees with stakeholders Policymakers, statistical bureaus, relevant stakeholders
<i>Evaluation framework</i>	Movements towards convergence of outcomes for those with similar socio-economic status and an overall positive societal impact
Step 4	Weighing the other factors at play
<i>Question</i>	What factors mitigate the link between policies and outcomes? Public and migrant perceptions, migrant's background, levels of discrimination, other policy areas, et

	cetera.
<i>Tool</i>	Risk and enabling indicators as well as public opinion polls, longitudinal surveys, multivariate analysis, et cetera.
<i>Partnership</i>	Led by researchers
<i>Evaluation framework</i>	Facilitators of, or obstacles to, integration

Surveys are important tools for the measurement of successes and could help to build the bridge between policy input and outcome. Surveying beneficiaries allows immigrants and the host society to make their own assessments of what they and the authorities are doing to promote integration. Representative surveys gather the views of the people who are directly experiencing and affected by policies and practices. Too often surveys are conceived as “complaints mechanisms” that look to reconfirm the presence of assumed problems and dissatisfaction among the host society and among immigrants. Rather, “needs assessments,” “client feedback” or “citizens surveys” are the kind of surveys that look at how to address those problems and improve satisfaction. They complement policy actors’ evidence base to build the case for integration and to justify making improvements to policies and services. Making the survey comparative and EU-wide gives policymakers a much clearer perspective on their own local or national situation.

Currently, the handful of national and EU-wide surveys is of little direct relevance for integration policy improvement. Surveys tend to address the general public, whereas for integration, the target group should be much more specific and focus on local communities and different categories of immigrants. Comparable EU-wide surveys on immigration and integration tend to ask the host society what they think immigrants do or should do and not what they themselves do or should do. What immigrants themselves think about integration is the major gap in current surveying. For example, the number of third-country nationals included in the sample of comparable EU-wide surveys is not large enough to be representative and thus significant. Special surveys of immigrants are in very short supply.

More cross-national surveys including immigrant opinions are needed at EU level for subjective assessments of the social situation and qualitative assessments of integration policy and service delivery. The provision of reliable, comparable and useful quantitative data for traditionally hard-to-reach groups within the population requires that designers address many practical methodological questions. Strategies focus on building immigrants’ capacity and interest to participate.

To conclude:

The monitoring of the situation, the drawing up of indicators, the design of policy measures and benchmarks and a joined-up evaluation scheme, can be applied to many integration policy areas and issues. In figure 9 this is summarised for one particular issue, namely citizenship. There are other examples in the same justice and home affairs field, just as there are in other fields (from economic to cultural integration). Together they constitute a comprehensive approach to integration to which all citizens can contribute and from they can benefit, those with and without an immigrant and refugee background.

Fig 9 Example: Promoting citizenship and raising naturalisation rates

1. The monitoring and assessment of citizenship statistics and low naturalisation rates, together with an evaluation of integration obstacles and facilitators may lead to the conclusion that citizenship and naturalisation should be promoted.
2. Policy options are discussed with and proposed to stakeholders. Clear quantitative targets for raising naturalisation rates are set as well as a global strategy to reach these targets. They include
 - Adherence to the European Convention on Nationality
 - An inclusive legal framework that removes obstacles and builds on facilitators of integration through citizenship
 - Policies that encourage people to become citizens (outreach campaigns)
 - Policies which support candidates to meet language and other conditions
 - Administrative practices which eliminate bureaucratic hurdles and arbitrariness
 - Practices making naturalisation attractive (ceremonies, etc.)
3. The results of naturalisation policies and practices are measured in terms of
 - Output: How many legal and other measures are taken? How many obstacles eliminated? How many counselling services or preparatory courses organised and how many attended? How many eligible people reached? How many applications received? How many ceremonies organised?
 - Efficiency: How many applications were obtained for the actions and resources required?
 - Effectiveness: How many applicants were able to naturalise?
 - Sustainability: How is participation, equal treatment, and feeling of belonging among the population changing over time?
 - Outcomes: How many persons naturalised?
 - Impact: How did naturalisation increase participation and a sense of belonging of new citizens? How did it increase equal treatment among the general population