

FOLLOW-UP REPORT
ON
THE ESF FORWARD LOOK IN THE SOCIAL SCIENCES ^Ä

Cultural Diversity, Collective Identity and Collective Action:
Towards a Joint Science and Policy Endeavour to Deal with
Consequences of the Opening up of National Borders
in Europe

Abstract

A series of meetings of the Workshop Preparatory Group that took place over the period from January 2001 to March 2002 led to the first Forward Look Workshop in the Social Sciences being held in Menaggio, Italy, on April 3-7, 2002. The workshop on *Cultural Diversity, Collective Identity and Collective Action* aimed to identify the major challenges that the opening-up of national borders in Europe is posing to social scientists and policy makers while focusing on theoretical gaps and key policy needs to be addressed in a conceptually integrated and prospective agenda for research and related activities. To this end it was suggested that a new type of project be organized by the ESF, with the objective of dealing with the complex issues surrounding processes of international migration within a joint science and policy endeavour and, in that manner provide a bridge between research and decision-making by establishing a community of researchers, policymakers and communicators. This report attempts to take the issue forward by laying the ground-work for an unconventional FL Project while drawing from the debate so far (including both written contributions and a floor discussion at the FL Workshop) and suggesting strategic directions for *policy-relevant basic research* to be realized within a *participatory* framework (i.e., including all stakeholders and minorities) along with a series of *write-shops*, *capacity building*, and *research infrastructure* activities.

Keywords: *Acculturation, assimilation, conflict, collective action, diversity (ethnic, cultural), ethnicity (ethnic groups, norms, ethnocentrism, inter-ethnic relations), globalization, identity (collective, cross-group), integration, international migration (immigrants, immigration policy), minorities (national, indigenous), pluralism (cultural, ethnic), social cohesion, social contact, social exclusion.*

⊗ Prepared by Wlodek Okrasa on the basis of the Forward Look Workshop, Menaggio, April 3-7. This preliminary version has already benefited from contributions of Christopher Whelan, Charles Westin, Shmuel Eisenstadt, Rinus Pennix and other Workshop participants who should not, however, be implicated in any mistakes that remain.

Cultural Diversity, Collective Identity and Collective Action and: Towards a Joint Science and Policy Endeavour to deal with Consequences of the Opening up of National Borders in Europe

Introduction

Following ideas expressed in paper by S.N. Eisenstadt¹, that was adopted by the Standing Committee for the Social Sciences as a background document for initiating the Forward Look activities, a series of meetings of the Workshop Preparatory Group took place over the period from January 2001 to March 2002 leading to the first Forward Look Workshop in the Social Sciences. The concise information about the FL Workshop has been presented in the post-workshop ESF *news release* copied below ([Box 1](#)).

Box 1

Menaggio, 03/04 - 07/04 2002 -Cultural Diversity, Collective Identity and Collective Action: Understanding Consequences of the Opening up of National Borders in Europe.

The first workshop of the ESF Scientific Forward Looks in the Social Sciences was held from 3 to 7 April in Menaggio (Italy) to debate on Cultural Diversity, Collective Identity and Collective Action, and other issues emerging alongside the progressively intensifying processes of the opening up of national borders in Europe. About 40 leading scholars from across Europe and USA, as well as policy makers and practitioners, attempted to identify challenges that social, psychological, political, cultural and economic phenomena associated with mobility and migration provide for social research, and to suggest how they can be dealt with within a medium-term and long-term high quality perspectives in relevant areas of European science.

While acknowledging the existence of the body of ongoing research on immigration-related issues in Europe, the meeting emphasized the need to address multi-faceted processes of mobility across different types of boundaries (linguistic, religious, legal, institutional, etc.) at national, subnational and supranational levels in a more comprehensive way.

In considering the strategic courses of action, a consensus was reached among meeting participants that a long-running scientific programme would be needed, and should be organized by the ESF. It ought to be longitudinal in terms of both empirical evidence and of theoretical and policy outlook; multidisciplinary and comparative in scope; and evaluative as well as explanatory (or theory-driven) in a policy-relevant conceptual framework of basic research. It should be a participatory project in which, in addition to leading scholars and representatives of high level political establishments, researchers, policy analysts and policy practitioners representing both the migrants (newcomers) and local communities (including indigenous ethnic groups) should collaborate to provide a better overall picture of the phenomena under study. Also, in order to improve dialogue between social scientists and policy makers on these issues, and to facilitate science-policy transmission and the dissemination of results of social investigations, representatives of the media ought to be involved. Accordingly, besides a strong research component, the programme ought to include a training component for both younger generations of researchers and for policy practitioners and media specialists.

During his opening address, Professor Enric Banda, Secretary General of the ESF, assured participants of the full commitment of the Foundation towards creating, in partnership with national funding agencies and other interested parties including European Union, a sound base for implementing an innovative scientific approach that would advance both social science knowledge and policy making in this important area of European reality.

Identification of the problem: a case for international migration.

Background The mounting international flows that opening-up of national borders bring about in Europe, and the pressure from other regions (especially from Maghreb and certain Eastern European countries but also from some Asian regions), create an area of concern shared by policy makers and social researchers for the economic, political and social consequences that these flows may produce at both national and subnational, as well as regional (supranational) levels. While there is a general consensus that flows of capital and goods should be free (at least within a defined zone), there is no such agreement on the movement of people. [For instance, open borders within Schengen-Europe are accompanied by a common European regime for asylum and border control.]

¹ Shmuel N. Eisenstadt, An updated version of the paper: "Collective Identities, Public Spheres, Civil Society and Citizenship in the contemporary Era" was submitted at the Forward Look Workshop, Menaggio, 3-7 April 2002.

The movement of people differs qualitatively from the movement of goods and capital in that it is an all-encompassing social process: from individuals and families with their endowments, expectations and beliefs to societies with their structures, ideologies and formal and informal institutions responsible for the material and non-material well-being of the populations, in both receiving and sending countries. The process involved transcends the economic domain in that people create attachments with those with whom they share or contest norms, languages, customs, values and cultures. The variety of patterns of diversity that emerge from interaction between 'newcomers' and 'host' or indigenous communities may range from cultural pluralism and social cohesion in one type of social environment to ethnic polarization, tensions and even violent conflicts in others.

Cultural and ethnic diversity can be an enormous asset in a cohesive-type society through generating economic externalities, social capital, and better quality of life of both migrant and settled populations. But it may divide deeply whole social entities, from nations down to local communities, when ethnocentrism or xenophobic nationalism are coupled with fear of growing societal problems (violence and organized crime, such as drugs or even peoples trafficking) and of expanding underground economies along with increasing inflow of immigrants. [Such responses seem to be particularly likely where illegal immigrants supply labour at below-market wage rates and are considered the major obstacle to solving the unemployment problem.]

Since the latter tendencies have recently seemed to prevail in Europe - even in some countries with well-established records of cultural pluralism, tolerance and policies towards empowering foreign minorities – an urgent need for a more in-depth analysis of such issues was acutely felt to be necessary by the Menaggio Workshop participants. This conviction was further by recognition that over and above individual reasons for migration (seeking job or political asylum, or others), the intense movement of people across borders is a natural accompaniment of globalization in the economic sphere (multinational business operations) and in cultural domains (with an outstanding role played by the media). Transnational attachment to cultural, ethical and social fundamentals involved in the process of globalization – especially, of Europeanization – affects the sense of citizenship and forms of collective identity (including *European identity*).

Dimensionalisation of the problem: Therefore, the key issue on which to focus in a joint science and policy effort is the variety of outcomes associated with different patterns of diversity resulting from contact between ethnically and culturally different social entities subjected to transnational flows or (either voluntary or non-voluntary) resettlement.

The research issues involved concern both root causes of migration as well as its consequences on sending and receiving regions, its individual dimensions in terms of motives, identities, adjustment, well-being and empowerment as well as its societal dimensions in terms of economy, social cohesion, opportunity structures and governance. From the human point of view universal norms concerning human rights, equal treatment, freedom and justice are at the core of the problem. From the state point of view issues concerning rights of entry, residence and citizenship are central. (Who belongs and who doesn't? Who has the unconditional right to protection from the state?)

- Under which circumstances can one type of outcome - positive (e.g. multiculturalism) *versus* negative (e.g. social polarization) - be expected from the realisation of inter-ethnic cross-culture conjunction, respectively? What can social scientists and policy practitioners contribute to encouraging such positive outcomes?
 - To what extent are these outcomes endogenously determined by attitudes and dispositions to behaviour - especially to participation in collective actions - and by values and cognitive factors underlying collective identity or assimilation processes?
 - Which of them remain transnationally immutable, as it is usually observed in the case of religious affiliation or some gender-related ethnic norms? What is the role of such context-invariant dispositions to act (like those associated with religious or gender) *versus* factors which are context-related such as those associated with education or political preferences, or the achieved level of affluence?
 - To what extent are these outcomes shaped by policy regimes that are in place? Including both those directly focused on population movement and border control and those such as welfare regimes, which affect the migration processes in an indirect way. Consequently, to what degree could these processes and their outcomes be influenced by the suitable policy measures?

- What kind of policy measures should be designed in order to achieve the desired objectives - such as assimilation, acculturation or integration (or a mixture of their components) - when applied to a concrete social group or environment, without yielding serious reverse effects?
 - What measures would be appropriate to deal with the multidimensional diversity of social entities (communities) through encouraging social cohesion and integration that would benefit all members of a civil society?
 - What would constitute a nation- or community-specific level of acceptance for such diversity, without risking overt expressions of social conflict or loss of control over social developments? How is it possible to avoid exceeding such thresholds of acceptance?
 - Under which conditions do development and modernisation provide the best responses to the problem of social cohesion building and conflict prevention? And how far do policies relating to redistribution and social protection contribute to enhancing participation in the 'modernised' multiethnic society?
 - What measures are suitable to offset the influence of national-populist new far-right parties that are increasingly taking the lead in 'interpreting' inter-ethnic contacts in a manner that facilitates mobilisation of their electorates in pursuit of antagonistic types of social actions or of isolationism or ethnic-based divisions of whole societies?
 - How to combat the tendency towards overlapping social statuses in societies where belonging to a minority also involves occupying an inferior position on the ladder of socioeconomic stratification?
 - How can one prevent ethnic-based segmentation that may lead to the marginalization and exclusion of certain groups and provide potential for political mobilisation in pursuit of destructive types of collective actions?
 - By what means can promotion of empowerment and inclusion of such ethnically- and economically-discriminated groups be ensured before they feel compelled to seek compensation for their socially subordinated position (within a 'neo-feudalism' system of strata) through violent forms of protestation? To this end, what kind of risk factors monitoring system or early-warning indicators for social cohesion and conflict prevention would be developed?

- A still more fundamental issue arises concerning how political and policy discourse should be structured to develop such objectives in an unambiguous way, at both a national and European level - i.e., in formulation of EU's policy about migration? ²
 - How can policy-makers at different levels (from nation-status politicians to local policy practitioners) best use research on these issues and move towards evidence-based policy making?
 - How can researchers best use their findings in order to influence design and implementation of the relevant policies?

Apparently, three main components of the topic areas surrounding international migration - research, policy, and the interaction between researching and policy-making - have emerged as requiring the organization of collaborative activities in a way that can generate important synergies to the benefit of each of them.

Project goal: *To build a scientific foundation for dealing effectively with policy issues surrounding the processes of international migration in Europe.*

Project purpose: *Operationally, the main purpose of the FL Project would be: To provide an effective instrument for undertaking disciplinary cross-cutting, theory-advancing and policy important questions in a path-breaking joint science-policy endeavour.*

Project-design approach

Acknowledging the existence of a substantial body of research on migration-related issues, the Menaggio Workshop expressed a strongly felt-need for further and more ambitious research focusing on both significant theoretical gaps and on the required links between research and policy. Efforts towards strengthening the theoretical foundation and methodological instrumentation of future research

² Migration policies of the EU are essentially ambivalent: the EU created a sort of fundamental right to migrate within the EU-area for citizens of member states, and furthermore a lenient policy is practised in all states for highly skilled and company linked migrants from outside the EU; on the other hand the EU has developed a common, restrictive and defensive immigration policy to keep out all other unasked for migrants: R. Penninx, (FL-Menaggio paper). C. Westin demonstrated for the case of Sweden and D. Massey for the case of US that such policies are not coherent at national level either (FL-Menaggio papers).

should be accompanied by evaluative studies of policy impact and contribute to policy formation. This is necessary to overcome the deficiencies of the current situation which is characterised by a lack of an appropriate theoretical framework and fragmentation of intrinsically inter-related issues. Also, research questions pertaining to international migration and ethnic relations, diversity and multicultural societies are not at the forefront of the academic debate. Projects are carried out within the framework of established institutions, departments and disciplines, but these issues are not at the core of any of the traditional disciplines, be it economy, political science, sociology, anthropology, cultural geography or psychology.

Accordingly, basic research, policy analysis and bridging research and policy were suggested as the building blocks of a project needed to address these issues in a comprehensive fashion. There was a strongly held view that the ESF could provide suitable umbrella for this ambitious task.

The nature of the topic does not, however, lend itself easily to the standard formula for a scientific project, such as those offered within the ESF's 'traditional instruments' packet. This document attempts to take this task forward within the new project formula under establishment at the ESF (Forward Looks), while drawing on ideas generated during the Menaggio Workshop.

The adopted project-design approach is unconventional in at least two respects. First, it is assumed that the desired project ought to be not only a research exercise but in part a policy support initiative, aiming to facilitate using relevant knowledge and learning for practical 'best practices' purposes, and do so while the research is still in process. Second, it attempts to bridge policy and research through establishing a research-policy community to synthesise a wide range of relevant experience and research while defining the longer-term project's management format, its thematic focus and innovative methodology.

Project components

A long-term project's activities would have to start with establishing an FL Project Advisory Board, together with the needed infrastructure, to finalize the design and to implement the project. It should be composed of outstanding scholars and active high-ranking politicians and communicators (media representatives) who would define the key directions and priorities and how to achieve scientific objectives while improving on research-policy link and impact. To this end, its initial task would be to elaborate the most suitable frame for actions using the ESF possibilities - such as those provided by EUROCORES - in a combination with those available within the EC's 6th Framework Programme, and perhaps with some offered by other organizations interested in this topic.

1. Core project: *Organizing research activities*

It was recommended that a long-running scientific programme be organized, taking into account the dynamic and complex nature of the central topic through being:

- longitudinal in terms of both empirical evidence and of theoretical and policy outlook;
- multidisciplinary/interdisciplinary and comparative in scope;
- evaluative as well as explanatory (or theory-driven) in a policy-relevant conceptual framework of basic research;
- participatory in approach (identifying and including all stakeholders, particularly migrant and indigenous minorities);
- sensitive to cultural differences
- bridging science and policy (building community of researchers, policymakers and communicators).

Some recommendations concerning research approaches

- *Conceptual framework:* Attempts to fill in theoretical gaps by describing the mechanisms, processes and factors shaping the phenomena associated with international migration ought to involve an appropriate balance between research being undertaken from *theory-driven* position and as *problem-oriented* investigations, respectively. Regardless of the motive for research, there is a need to bridge also the gap between knowledge produced by different sections of the academic community (theoretically and methodologically) and, to this end, to develop conceptual foundations allowing for coordinating various theoretical fragments, hypotheses and assumptions.

- To develop such a synthesis-oriented and cross-disciplinary communities integrating framework, a critical evaluation of what is available and what constitute the crucial gaps would be needed, starting with the preparation of a roster of relevant activities in this area (research projects, policy studies, case studies, experiments etc.). In particular, it might be worth while to track different approaches and policies towards immigrants – multicultural, assimilations etc., taking into account the “costs” associated with each of them -- through conducting a few case studies *by country* or *by period* (in which these different options were implemented) while focusing on the historical context and the cost and benefits of each approach, including an opportunity cost (e.g., cost-benefit analysis of options which were proposed but not implemented).
- *Unit of analysis and generalization through comparisons:* Patterns of diversity and processes of integration or identity formation differ along with variation amongst migrant groups and national or indigenous minorities due to their different positions within the wider society and political system. Immigrants represent widely heterogeneous populations, not only in an ethnic sense but also in terms of the type of (or reason for) migration: guest workers, refugees, asylum seekers, non-immigrant transitory migrants, etc. The extent to which research generalizations obtained in reference to one kind of group are valid for another is a matter for both theoretical and methodological considerations.
 - Defining the appropriate ‘reference group’ in an experimental type of reasoning used in a comparative perspective should not compromise the cognitive impartiality and avoid a bias resulting from a tendency to the ‘methodological nationalism’ prevailing in such studies. Participation of scholars representing all relevant parties (including indigenous and other minorities) would help prevent such bias.
 - Given that minority groups are also internally diversified, a ‘focus group’ – such as age cohort or gender or education groups within a selected minority – could be tracked over time and place using anthropological and other ‘qualitative’ techniques within a longitudinal case study.
- *Transnationalism and multi-level analysis:* The effects of transnational affiliations (religious, cultural) of immigrants and their participation in political or economic activities depend on both idiosyncratic factors (that are specific to individuals or families) as well as on structural factors, operating at meso- or macro-level (from community to a nation- to supranation-wide scale). Multi-level analysis accounting for such factors would be important in order to understand also the impact of changes in the sending countries on the situation and orientation of immigrant groups in European receiving societies (such as the recent upsurge in naturalization rates among immigrant groups of Turkish origin). However, thematic research projects should go beyond just looking at processes at more than one level, but studying how processes interact across these levels.
- *Quantitative and qualitative:* Survey-based research which, for obvious reasons, dominates in studies on immigrants and minorities could become the object of more coordinated activities within the FL Project, such as the development of a centre archiving data on international migration in order not to duplicate collection of materials or to encourage secondary data analysis. However, such data are not appropriate for in-depth analysis of, for example, certain aspects of acculturation or cross-group multiple identification or, dealing with events such as illegal immigration or delinquency which avoid statistical observation and for which qualitative techniques - either anthropological or experimental - are much more suitable. A combination of both quantitative and qualitative techniques in studies ranging from surveys to case studies would constitute the most adequate approach to the complexity of migration- and minority-related issues and should be encouraged within the FL Project).

Some recommendations concerning policy studies:

- *Policy evaluation framework:* Critical studies of policies focused on international migration – either national or international policies (notably, those issued under the seal of the EU) – need to be conceptually linked to legal and institutional frameworks in both sending and receiving countries. They ought to be methodologically robust in terms of ‘cause-and effect’ formula typically used in assessing policy impact.
 - To develop the appropriate framework would be a major task, especially given that besides traditional analysis of the policy processes (policy design, implementation and evaluation) the desired approach should facilitate analysis for the policy process by focusing on the role of evidence relating to ‘what works’ in terms of research utilisation for immigration policy purposes.
- *System of cross-country policy-relevant indicators:* Since immigration and diversity policies need to be assessed by indicators that allow us to monitor and to compare their effects, there is a need to develop a comprehensive set of credible indicators for policy evaluation across countries while going beyond the task of collecting and standardizing large data sets from over all Europe. For

instance, to compare countries or communities with regard to issues such as the access of immigrants to citizenship status and rights, discrimination or upward mobility of minorities in labour and housing markets, cultural assimilation or segregation of ethnic groups over time, etc.,

- Special attention needs perhaps to be paid to indicators for risk management purposes, allowing for measuring shift in 'configuration of diversity' - from one associated with civic pluralism and social cohesion to some associated with ethnic competition and violent conflict (*early-warning indicators*).
- *Experimentation and simulation*: The variety of contexts in which a defined policy operates and, on the other hand, the variety of policies applied to similar types of situations can be conceptually categorised in a way allowing for experimental reasoning in evaluation of a policy effect. While utilization of such a kind of 'natural experiment' - or of an experiment *per se* whenever available - seems to be undoubtedly worth encouraging, a wider involvement of micro-simulation techniques in policy impact evaluation would be practically the most appropriate alternative.
 - The micro-simulation techniques for policy purposes, however, itself require further advancement, particularly towards dynamic models accounting for *behavioural response* of the units (immigrants or minority groups) subjected to a policy measure under study.

2. Linking research and policy: *establishing a science-policy community*

It was felt that a 'critical mass' of demand from both social science and policy representatives has been reached to provide a framework to improve interaction between researchers and policymakers concerned with problems connected to international migration. Creating a mechanism to facilitate collaboration between researchers and politicians and policy-practitioners at each stage of jointly designed research and policy activities – from formulation of the problem to evaluation and monitoring policy effects – would enhance the policy process substantially (through basing it on *evidence* and 'best practices') under the condition that both sides were able to communicate effectively. For this, increased awareness among politicians and policy practitioners of the value of scientific results ought to be coupled with increased abilities of social scientists to deliver results and disseminate relevant knowledge to potential users – policymakers and general audience (public) at large. Therefore, the instrumentation of linkages between research and policy - with a communication channel amongst its major constituents - would require the creation of a community (or coalition) of researchers, policymakers and communicators starting with developing the appropriate skills among each of the three types of participants.

Capacity building

- *Knowledge dissemination and transfer*: Researchers should be prepared to go beyond traditional ways of presentation of their results (such as academic journals, conferences and workshops) and use new means of communication and delivery strategies in a way that make their results both policy-relevant and 'user-friendly', with special attention paid to the media. One way to overcome the existing limitations would be a system of media skills training for researchers playing leading roles in the thematic groups (for example, of a type recently initiated under the auspices of UK Economic and Social Research Council).
- *Knowledge utilisation and 'feedback'*: Again, in addition to meetings between researchers and policymakers – that could fulfil the basic needs for communication through adjusting language and conceptual categories - a knowledge-absorbing framework would be required, and should emerge alongside greater involvement of researchers in policy processes, either directly or indirectly. Communicators could play an exceptionally important role by collaborating with both sides not only in terms of 'interpreting' and popularizing research results but, more importantly, by involvement in policy initiative at its earliest stage - that is, during political and policy discourse (such as establishing objectives of national and international policies about migration and minorities) - with alternatives being provided from the social science perspectives. While the advanced websites could provide the needed "learning platform", a knowledge-utilization training system (in combination with 'distance learning' technology) for practitioners and communicators should be encouraged (within the FL Project).

Project's operational format and output

In order to ensure that a joint implementation (by researchers and policymakers) of a research programme and a policy agenda will produce synergies to the benefit of research and policy sides, the following types of activities, phased accordingly (over at least 3-4 year period), would provide the occasions for fruitful collaboration.

- **Synthesis building and FL Project-design Workshop:** An effort to synthesise the existing body of research for the purpose of defining directions of *policy relevant basic research* should be organized by a task force to be established under the Standing Committee auspices and charged with preparation of an action plan based on the Menaggio Workshop results, including post-workshop reactions to the first draft of this document -- **Annex 1**. The synthesising of results could be combined with the task of defining a project management structure under the responsibility of FL Advisory Board (which should be proposed by the time of the Workshop).
- **Thematic in-depth research projects:** Research focused on theoretical gaps and both substantive and methodological deficiencies within the general topic area referred to in the title of the FL Project [*Cultural Diversity, Collective Identity and Collective Action: Towards a Joint Science and Policy Endeavor to Deal with Consequences of the Opening up of National Borders in Europe*]. A competitive process for applications for funds (for a research project or for a commissioned paper) should start with considering the possibility of arranging a FL-oriented EUROCORES (or in collaboration with the EU within new funding options offered by 6th FP). While addressing the widely recognized problem with fragmentation of the existing research efforts, some of the in-depth studies should, nevertheless, be focused on country-specific approaches (in a series of selected case studies) in order to explain the historical and social contexts as well as cost and benefits of particular approaches (including perhaps the opportunity cost of the certain neglected approaches).
- **Thematic write-shops:** The papers produced within the thematic research projects (and eventually commissioned papers) would constitute input to the thematically oriented meetings (in the second year of the FL Project) devoted to a thorough overview of their policy implications by researchers, policy makers, communicators (the media) as well as NGOs (and perhaps other nonprofit organizations). The output of such meetings would be published in thematically-focused special issues of professional journals and on the FL 'learning/knowledge' website.
- **Topic-wide write-shop:** To synthesise the results of the thematic write-shops and to integrate lessons learned from Europe-wide cross-thematic policy implications discussed in them, a global-output focused write-shop would be needed, covering the general topic of the FL Project. Its output would comprise: (1) publications focused on contribution of policy-oriented basic research to overall advancement of the topic areas (from both science and policy standpoints); (2) a guideline-type publication presenting practical aspects of cooperation between researchers and policymakers in the international migration problem area in Europe.

Infrastructure

All of the major project's activities – research, training and research-policy cooperation – would require adequate infrastructure:

- Database on international migration for comparative research purposes and for policy evaluation
 - starting with listing relevant databases (international and national centers) as well as with means for accessing needed data in national centers (secondary data sources);
 - data gathered within the project;
 - a 'Clearing House' for most relevant explanatory and evaluative multidisciplinary research in the topic areas.
- Research and policy interaction facilities: creating sustainable mechanism for communication and consultation, either on institutional or virtual basis.
- Training facilities: IT-based distance learning facilities ('learning platform'), and other required means.
- Knowledge web site – an advanced web for regular news on the project progress, for printing a newsletter and for e-debate among researchers and policy makers.

Project management and monitoring

The fully developed Forward Look Project in the social sciences should be relatively autonomous project, remaining under the auspices of the ESF but moving toward a broader funding basis. While its initial phases (project-design and thematic write-shops) would have to be dependent heavily on ESF-organized resources (the most likely combination being Exploratory Workshop and Eurocores), in its further stages it should benefit from a large interest in the key policy-related issues among other organizations (particularly, EC or EBRD and NGOs and private foundations). Such additional support would be especially needed to ensure the sustainability of the science-policy linkages, of benefit to policy and research alike.

The FL Project should be initiated by a small ESF Task Force (TF, composed of some of the outstanding contributors to the Menagio Workshop) with a mission of preparing the Project-design Workshop. It would conclude its mission at the moment of establishing a FL Project Advisory Board (FL PAB), with its own infrastructure. The Board would provide overall intellectual leadership while the governance formula (management structure) would finally depend on the adopted project formula – whether this should be ESF-EUROCORES or some form of ESF-EU/C co-funding collaboration – remains an issue of further exploration (together with the TF)

A system of reporting should allow for close monitoring the ongoing activities, eg on a quarterly basis on website and on annual basis for the FL-PAB.

