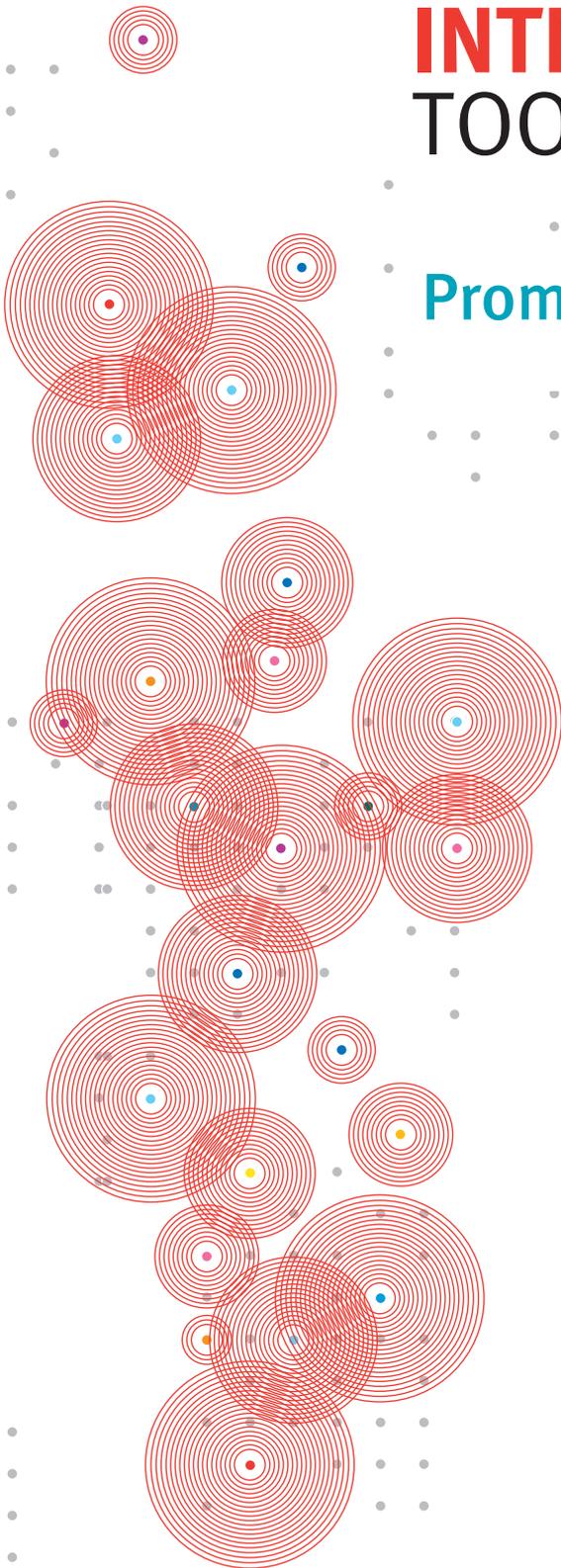


INTEGRATING CITIES TOOLKIT

Promoting Cultural Diversity



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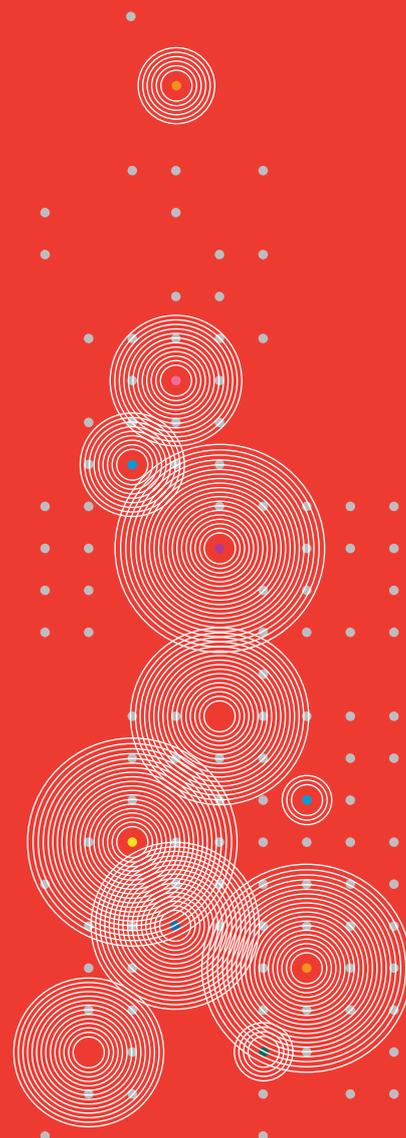
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About

The **Integrating Cities toolkits** offer practical, tested guidance and inspiration to help cities to reach European standards in key areas of migrant integration –as set out in the **EUROCITIES Integrating Cities Charter**.

There are three Integrating Cities toolkits developed through the work of the transnational project **Making integration work in Europe's cities (MIXITIES)**, funded by the European Integration Fund. They cover:

- Introductory and language courses;
- Anti-discrimination policies; and
- Promoting cultural diversity.

The toolkits are designed primarily for people working in local authorities in Europe's larger cities. But they may also be useful for smaller local administrations in Europe and beyond, and for the partners of local authorities such as NGOs. Whether your authority already works on these integration themes, or is starting out, the Integrating Cities toolkits can help.

How were the toolkits developed?

In each toolkit you will find an **Integrating Cities benchmark**, together with guidance and examples to help users to apply it.

The benchmark is drawn from a Europe-wide review of cities' experience in working on each of our three themes. In the **MIXITIES** project city practitioners, together with independent experts, identified key features of local policy, practice and governance which - for each theme - make the difference in enabling cities to reach the Integrating Cities standard.

Testing itself against the benchmark, a city can see how near it is to the standards of the Integrating Cities Charter. It can see what more it needs to do to meet those standards. And it can find inspiration to match the best, most effective practice among the cities of Europe.

In addition to these toolkits, monitoring of the implementation of the Charter is also done through the annual Integrating Cities survey of signatory cities.



Toolkits and the Integrating Cities Charter

The toolkits aim to guide cities in implementing the **EUROCITIES Integrating Cities Charter**. The Charter sets out duties and responsibilities of European cities to embrace the diversity of their population and to provide equal opportunities in their roles as policy-makers, service providers, employers and buyers of goods and services. Launched in 2010, it has since been signed by over 25 cities.

The Integrating Cities Charter states that:

As policy-makers we will:

- Actively communicate our commitment to equal opportunities for everyone living in the city;
- Ensure equal access and non-discrimination across all our policies;
- Facilitate engagement from migrant communities in our policy-making processes and remove barriers to participation.

As service providers we will:

- Support equal access for migrants to services to which they are entitled, particularly access to language learning, housing, employment, health, social care and education;
- Ensure that migrants' needs are understood and met by service providers.

As employers we will:

- Take steps where required to reflect our city's diversity in the composition of our workforce across all staffing levels;
- Ensure that all staff, including staff with a migrant background, experience fair and equal treatment by their managers and colleagues;
- Ensure that staff understand and respect diversity and equality issues.

As buyers of goods and services we will:

- Apply principles of equality and diversity in procurement and tendering;
- Promote principles of equality and diversity amongst our contractors;
- Promote the development of a diverse supplier-base.

¹ The signatories of this Charter have different public duties for the delivery of public services. Where the signatory city is the direct service provider they agree to the provisions of this Charter. Where the signatory city is not the direct service provider, they agree to advocate the provisions of this charter with the service providers.

Introduction

This toolkit sets out the **Integrating Cities benchmark on promoting cultural diversity** - what it is, and how you can use a list of context factors to allow for your city's specific circumstances when applying this Europe-wide tool. It gives guidance on how your city can make best use of the benchmark to promote cultural diversity.

This toolkit covers those aspects that deal with realising the potential of cultural diversity in a city. It is designed to complement the differing but interrelated *Integrating Cities toolkit on anti-discrimination* that focuses on how cities can remove barriers resulting from discriminatory policies.

What is the promoting cultural diversity benchmark?

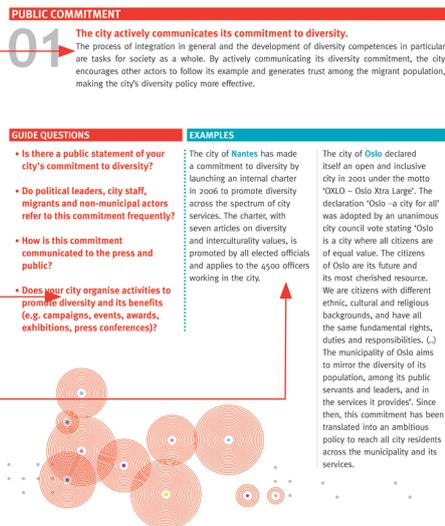
It begins with the **Integrating Cities standard** – a headline summary of the policy objective of promoting cultural diversity, drawn from the Integrating Cities Charter.

Then the benchmark sets out the components illustrated below:

Key factors are the policy elements which make the difference in enabling cities to meet the Integrating Cities standard. So a city's chances of success in reaching this standard are greater, the more of these key factors it has in place. Each of them is formulated as a statement, allowing you to verify whether it is true or not for your city.

Guide questions ask about issues which need to be investigated before you can say if the city has the key factor in place.

Examples illustrate ways in which cities are working to address the themes covered by the key factor.



What about specific context factors?

Cities' experience shows how factors that are largely outside the city's control are especially likely to have an impact on migrant integration, making it more challenging. Through the MIXITIES project, EUROCITIES has defined a list of these context factors that may affect your city's ability to meet the benchmark. You are invited to refer to these factors, listed at the end of the benchmark, which may be relevant in explaining your city's progress in promoting diversity.

How can you use the toolkit on promoting cultural diversity?

Each of the Integrating Cities toolkits is an instrument for inspiring, assessing and developing your policies. You can apply the benchmark in this toolkit in different ways, depending on which developments have taken place in your city so far; whether you want to focus on the whole benchmark or only elements of it; who you want to get feedback from; and what resources you have available. Here are options which your city can try as stand-alone actions, or in sequence:

Do you want a simple low-cost review of your own performance in diversity work, using your own resources?

Benchmarking by internal assessment

Using an in-house review team or consultants, your city can apply the Integrating Cities toolkits to assess itself against the benchmark. This could be a one-off review, or might set a baseline from which the city can monitor progress by repeating the review periodically.

Do you want in-depth scrutiny of your diversity work by practitioners who understand your experience but bring a fresh view, from other cities?

Conducting a peer review

You can do a peer review to get an in-depth appraisal of your city's work and new insights on how to progress to the European standard. This can also be a way to validate or further develop your own assessment.

In the **EUROCITIES' peer review method** a team of peers or 'equals' from other administrations is brought together to jointly evaluate your city's performance against the benchmark. The review team can be made up of peers from other cities in your own country or from other countries. EUROCITIES has also had good experiences with inviting colleagues that are not peers in the strict sense, for example migrant organisations or national government.

Under the guidance of an expert leader the team checks the host city's activity systematically against each key factor in the benchmark. This check starts with a self-assessment by the city under review which provides evidence on whether or not the different key factors are met drawing on **documentary sources** of information such as minutes and briefings, annual reports, monitoring data, press releases and so on. The team then visits the city and carries out **interviews and focus groups** with city officials and other stakeholders working in the field, where they seek further evidence on how the city compares with the benchmark. Each piece of evidence from interviewees is recorded. Putting together documentary and interview evidence, peers draw out **conclusions** about how the city performs against the benchmark and **recommendations** to help it to strengthen its integration work. These can be given directly to host city colleagues in a feedback session as well as included in a follow-up report.

This is not a cheap option, with costs of the visit by the peer team and an expert leader to guide its work. But it can bring new perspectives and wider experiences from peers who may find it easier to question local practice.

For more information about peer reviews see:

EUROCITIES peer review video

EUROCITIES toolkit for mutual learning

Have you identified what's missing from your diversity work and now you need a plan to move your city towards European best practice?

Preparing a development plan

This could be an option if your city has no diversity programme yet in place – or if you have a programme and just reviewed it using one of the methods above. How do you map out the steps your city should now take, to progress towards the European standard?

The Integrating Cities benchmark offers a framework for a city to design a plan for developing activity on diversity. The benchmark's key factors will help you to frame your plan's objectives. Its guide questions indicate priority actions to deliver those goals - and you may want to identify some which could be 'quick wins' so your staff and the public see early results, as well as those needing longer-term work. Lastly the benchmark offers examples from other cities, showing concretely how well-planned actions can deliver the European standard on promoting cultural diversity.



INTEGRATING CITIES STANDARD:

The city takes the steps which are necessary to promote the diversity migration brings, so as to realise its full economic, cultural and social potential for all residents.

European cities are becoming more and more diverse.¹ As the EURO CITIES *Charter on Integrating Cities* acknowledges, cities have a key role to play in embracing the diversity of the population. If cities want to fully benefit from the diverse backgrounds and potentials of their inhabitants, they have to develop further their diversity competences. From a normative perspective, all citizens should be equally reflected in public services and political institutions. From a business case perspective, increasing diversity brought about by migration can, if managed properly, play a key role in stimulating innovation, economic performance and vibrancy in a city. These benefits of diversity remain widely untapped.

¹ The concept of diversity commonly encompasses several dimensions such as gender, age, ethnicity, religion, disability, sexual orientation and education. In this benchmark we only refer to diversity that results from migration, meaning migrants and their children.

PUBLIC COMMITMENT

01

The city actively communicates its commitment to diversity.

The process of integration in general and the development of diversity competences in particular are tasks for society as a whole. By actively communicating its diversity commitment, the city encourages other actors to follow its example and generates trust among the migrant population, making the city's diversity policy more effective.

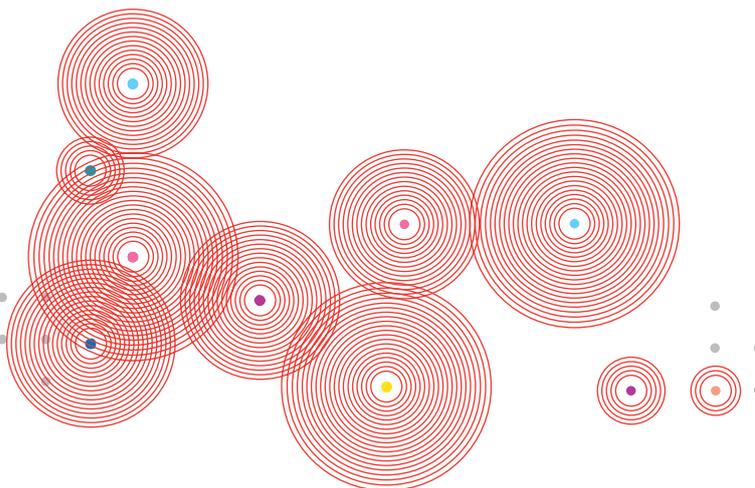
GUIDE QUESTIONS

- Is there a public statement of your city's commitment to diversity?
- Do political leaders, city staff, migrants and non-municipal actors refer to this commitment frequently?
- How is this commitment communicated to the press and public?
- Does your city organise activities to promote diversity and its benefits (e.g. campaigns, events, awards, exhibitions, press conferences)?

EXAMPLES

The city of **Nantes** has made a commitment to diversity by launching an internal charter in 2006 to promote diversity across the spectrum of city services. The charter, with seven articles on diversity and interculturality values, is promoted by all elected officials and applies to the 4500 officers working in the city.

The city of **Oslo** declared itself an open and inclusive city in 2001 under the motto 'OXLO – Oslo Xtra Large'. The declaration 'Oslo – a city for all' was adopted by an unanimous city council vote stating 'Oslo is a city where all citizens are of equal value. The citizens of Oslo are its future and its most cherished resource. We are citizens with different ethnic, cultural and religious backgrounds, and have all the same fundamental rights, duties and responsibilities. (..) The municipality of Oslo aims to mirror the diversity of its population, among its public servants and leaders, and in the services it provides'. Since then, this commitment has been translated into an ambitious policy to reach all city residents across the municipality and its services.



STRATEGY

02

The city makes the promotion of diversity a key strategic policy aim.

The integration of newly arrived migrants is a complex and long-term process. Given this structural challenge, the promotion of diversity needs to be a long-term political priority and subject to a dedicated strategy or concept.

GUIDE QUESTIONS

- Does your city have a long-term strategy for promoting diversity?
- Does this strategy set out key priorities and milestones?
- Is there adequate funding in place to support the strategy's implementation?
- Do people in the city administration and services know about and use the strategy in their work? Do other relevant actors refer to it?
- Does the strategy or strategic aims identify migrants as a specific target group?

EXAMPLES

The city of **Munich** has an intercultural integration strategy to promote diversity across the city administration. The office for intercultural affairs oversees the implementation of intercultural mainstreaming through a top down process and through objectives, priorities and indicators with a budget of 1 million Euro. An example of an action implemented under this strategy was the adoption of a new code of conduct and stronger client-focus for the city's migration office. The implementation of the city's strategy has resulted in a shared commitment to intercultural orientation in HR, service provision and quality management.

The city of **Copenhagen** passed in 2010 its inclusion strategy under the title 'Engage in the city'. Following on from its first integration strategy passed in 2006, the aim is to make Copenhagen a more inclusive city, where everyone has the opportunity to feel at home and to engage in city life and decisions. Both strategies have had clear action plans and funding (1.75 million Euros over three years). Targets and a monitoring system have also been put in place. The strategy is monitored by the integration department, which oversees its implementation by the relevant city departments.

COORDINATION AND GOVERNANCE

03

The city has assigned responsibility for implementing its diversity strategy to a specific person or body who has enough authority to ensure delivery and coordinate the different actors involved.

If it is to be successfully implemented and monitored, the promotion of diversity needs a person (or body) with clear responsibility, authority and mandate to oversee it and coordinate the range of actors inside the city authority and beyond.

GUIDE QUESTIONS

- Does your city have a dedicated body or a cross-departmental, coordination structure which is responsible for the development, implementation and monitoring of the diversity strategy?
- Does this person (or body) have the necessary financial and legal resources to fulfil this task?
- How successful has your city been in mainstreaming the promotion of diversity across different sectors (e.g. education, labour, welfare, urban development, human resources, economic development)?
- How effective is the coordination of the diversity strategy with city districts and at neighbourhood level?

EXAMPLES

The implementation of Berlin's integration and diversity strategy is coordinated by the city's Integration Commissioner. Since 1981, the Integration Commissioner has coordinated the cross-sectoral implementation of the city's integration policies. The Commissioner also liaises with external parties, such as the migrant's advisory council, civil society and migrant organisations and advocates good relations between all groups living in the city. The city's 2010 law on participation and integration has reinforced the Commissioner's role and made the process of intercultural organisational development binding for all relevant sectors. It also introduced the post of Integration Commissioner across the city districts.

The Diversity Programme 'Engage in Copenhagen' is the main body and coordinating structure concerning the execution of the diversity effort of the Inclusion Policy in the city of Copenhagen. The strategy allocates clear responsibility for relevant city departments to follow up on specific goals, for example the Children and Youth Committee and Social Services committee of the city have responsibility for delivering the goal of having 'more successful school leavers'. Thus all players in the city have joint responsibility to make the city's objective of 'becoming a more open and welcoming city' a reality.

04

The city facilitates the engagement of migrant communities in the policy-making process and removes barriers to participation.

Participation of all city residents is a basic principle of democracy. The representation of migrants in political community life ensures that their specific needs and concerns are properly understood and addressed. Removing barriers to participation will activate migrants' potentials and talents and allow them to contribute fully to the city.

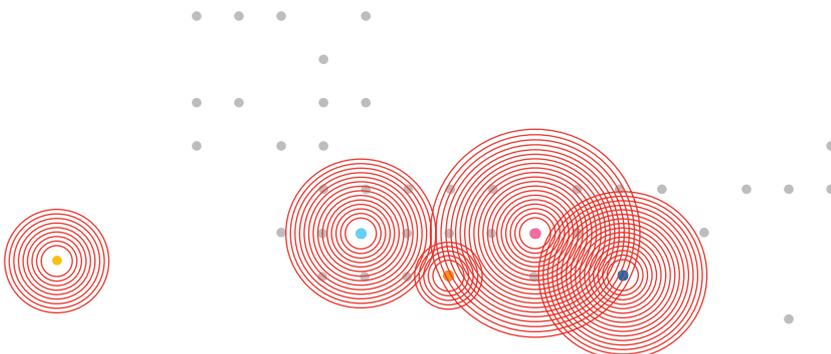
GUIDE QUESTIONS

- How are migrants consulted on developing and monitoring your city's diversity strategy?
- Is there an elected umbrella body to politically represent migrants in your city?
- To what degree are migrants represented in your city's consultative bodies, committees and issue-based groups?
- To what degree are migrants represented among elected politicians?
- How do you encourage (potential) voters with migrant background to vote?
- Does your city offer specific programmes for capacity building of migrant organisations to become active participants in society?

EXAMPLES

In 2008, **Dublin** city council, together with representatives of migrant organisations, conducted a 'Migrant Voters Campaign' to facilitate participation of migrants in the political life of the city. As Dublin offers local voting rights for all residents without restrictions, the campaign aimed to raise awareness among migrants of this. It provided information on the need to register to vote and how the voting process worked. The campaign consisted of a multi-lingual voter education campaign, train the trainer programs with grassroots community leaders, a poster campaign and many public meetings. The project ran for one year over which voter registration of non-Irish Dubliners increased by 15%. The campaign budget was 45,000 Euros.

The board of migrant organisations in the city of **Oslo** (RiO) represents some 300 organisations from the city's ethnic groups. In recent years, these organisations have evolved from working with welfare and migrant issues, to broader political issues such as education and conditions for children and youth. RiO's main concern is to raise awareness about discrimination, and to make the minority voice heard in the city council. The board takes the initiative to look into matters they feel are relevant and important for the migrant population. It is an important information channel towards the municipality, other authorities, the migrant organisations and the rest of the society. In Norway all legally resident migrants have the right to vote and to be elected in local elections. Since 2007, RiO has run a campaign called the 'Election Bus' to mobilise minority voters. In the last local election in 2011, 28% of elected members in the Oslo city council came from a migrant background, with most of these being born and raised in Oslo.



ENGAGEMENT OF NON-MUNICIPAL ACTORS

05

The city sensitises, mobilises and engages partners and stakeholders outside the city authority to support its diversity aims.

Promoting diversity is a project for society as whole. Cooperating with civil society organisations and private enterprises can create synergies, leverage resources and ideas and contribute to developing a common vision for the city. Some tasks can be better run by non-municipal actors, but can still be supported by the city.

GUIDE QUESTIONS

- How does your city seek to influence diversity measures among other local partners and actors such as the private sector, trade unions, business associations, housing organisations?
- Does your city cooperate on a regular basis with migrant organisations and others involved in supporting and working with migrants?
- Does your city cooperate on a regular basis with migrant organisations and other relevant actors in the field (e.g. trade unions, business associations, housing organisations)?
- How does your city reward the development of strategies and good practice in diversity among local businesses and/or in civil society?

EXAMPLES

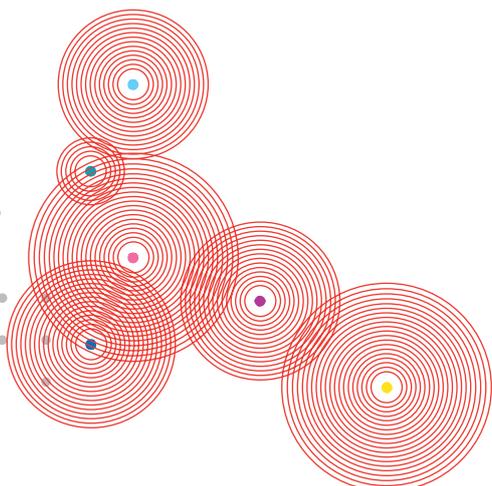
‘Diversity Works for London’ is a programme of the Mayor of London that encourages and supports businesses to recognise the benefits of London’s diversity, including ethnicity.

It provides support for businesses such as

- guidelines on diversity management for small, medium and large companies
- a self-assessment toolkit for businesses
- a procurement standard and certification for Equality and Diversity in businesses (which also is a precondition to doing business with the Greater London Authority)
- a database of case studies on organisational development
- evidence making the business case for diversity.

The DWFL website provides in itself a variety of resources on diversity that can be of use to private companies.

The **Brussels Pact** offers support and certification for businesses developing a diversity strategy. Diversity consultants help interested businesses to develop a SWOT analysis, identify goals and develop an action plan for two years in the fields of external communication, recruitment, human resources management and internal communications. Measures under the action plan can be co-funded by Brussels-Capital region up to 50% per company (max. 10,000 Euros). After successful evaluation of the implementation of the action plan by Brussels-Capital region, companies received the regional diversity label. The label has to be reviewed every two years with a consolidated action plan. 20 companies have received the diversity label so far.



RAISING AWARENESS

06

The municipality promotes diversity principles amongst its population.

Media plays a crucial role in the formation of attitudes and opinions. Cities can do much to influence public opinion on issues such as migration and diversity, and enhance the effectiveness of their policies and strategies. Attitudes and opinions can also be influenced via other communication channels.

GUIDE QUESTIONS

- Does your city have a strategy to engage with local media, to encourage fair and responsible reporting of news about migrants, their communities and role in city life, in cooperation with migrant organisations (e.g. ethical code)?
- Are there procedures in place to monitor the media and to respond to inflammatory reporting?
- Does your city run or support campaigns and events that inform specific target groups about the reality of diversity?
- How does your city seek to influence groups that are most likely to harbour negative feelings towards migrants?
- Do you organise or support intercommunity encounters?
- How does the city deal with covert racial incidents in the public space? Do you have a reporting mechanism for these? What is done as a result of the reports?

EXAMPLES

In 2010, **Barcelona** city council launched a campaign to dispel rumours, misconceptions and the prejudices that many local people in the city held about minorities and migrants. Amongst the campaign's actions are free specialised training courses and handbooks on how to dispel rumours about migrants and a dedicated website to promote the campaign's goals, among others. The Barcelona anti-rumour network, which coordinates this campaign on behalf of the city, is made up of over 60 organisations and individuals.

The city of **Nuremberg**'s project 'Being there. The influence of migration on Nuremberg' looks at the influence of migration on Nuremberg since 1945. The main focus of the project are the diverse social, cultural, and economical influences of people who arrived in Nuremberg as refugees, emigrants, ethnic German repatriates, and quota refugees from the former Soviet Union. These people are considered as an essential part in Nuremberg's recent history as they have continuously influenced, shaped, changed, and developed their city. The project's main objectives are the documentation and presentation of Nuremberg's changes since 1945 in all possible different areas. It addresses different target groups within their typical environment. It raises awareness on the topics of migration and integration and the fact that people with migrant background are a natural part of our society, by showing the influences and benefits of migration for Nuremberg.

MUNICIPAL EMPLOYMENT

07

The city promotes itself actively as employer, adjusts its recruiting policy and increases its share of migrant employees across all staffing levels.

By promoting diversity in their own administrations, cities can set an important example to others and send a strong positive signal to migrants. Ethnically and culturally diverse teams will do a better job in providing services to a diverse population and are more likely to come up with innovative solutions in this context. As many cities still face difficulties in employing non-nationals due to legal restrictions, they have to explore creative ways to overcome these barriers.

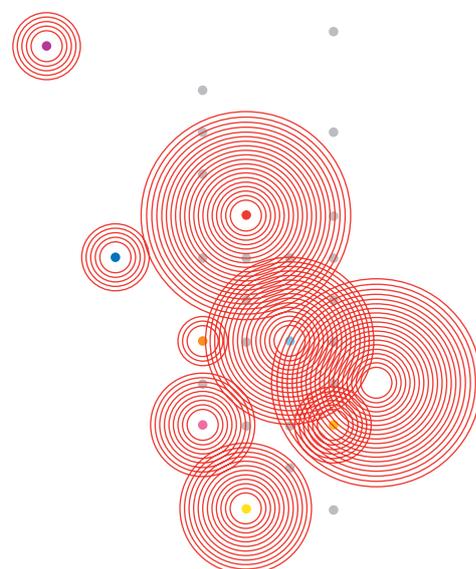
GUIDE QUESTIONS

- **To what extent does the composition of your city's workforce (employed directly or in publicly owned companies) reflect your city's population?**
- **Does your city have clear human resources diversity guidelines?**
- **Does your city have procedures in place to attract people with migrant background at all staff levels such as**
 - **Advertised support with application processes, including practical measures (e.g. help with recognition of equivalent qualifications, the translation of employment references, workshops for prospective applicants),**
 - **Explicit encouragement of migrant applications in job advertisements and announcements,**
 - **Intercultural skills and relevant migrant languages are acknowledged in job descriptions,**
 - **Work experience placements for young migrants?**
- **Does your city provide adapted support and career development mechanisms for existing staff with migrant background including**
 - **Language training,**
 - **Buddying and mentoring for new recruits,**
 - **Work shadowing different departments or managers?**

EXAMPLE

Munich's intercultural integration concept sees the representation of the city's cultural diversity among city staff as a key indicator for their equal opportunities objective. In reaction to the under-representation of migrants among city staff (measured by nationality) a new staff selection procedure was introduced that placed more emphasis and value on multilingualism and intercultural competences. Job openings are disseminated to organisations and media that typically address migrants. The city has created two study curricula (public management and IT) through which access to a career in the city is also possible for non EU-nationals.

As result of these actions, the share of newly recruited apprentices with a migrant background rose from 11.6% in 2006 to 16.2% in 2009. The aim is to reach a share of 20% of junior staff members with a migrant background by 2013.



STAFF DEVELOPMENT

08

The city develops the diversity competences of its staff (public servants and other employees, including those of city-owned public companies).

Diversity competences among the city staff are needed in order to develop policies and to provide services in a way that meets the needs of a diverse population. Such competences are also essential for a smooth internal functioning of a public workforce, which is more and more diverse.

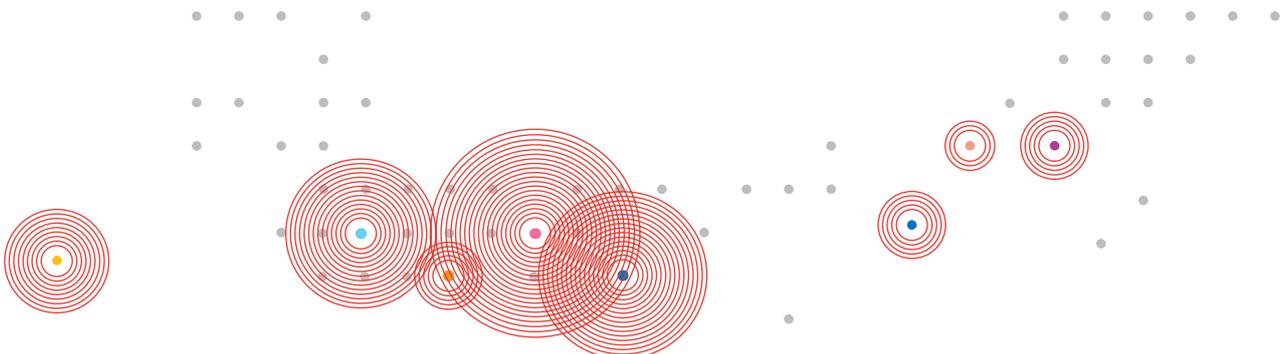
GUIDE QUESTIONS

- Does your city employment service have a policy to increase diversity competences of its staff in all levels and across departments?
- Does your city provide free training on diversity competences to employees?
- Is this training adjusted to divergent needs of different staff working in different sectors and positions?
- How are diversity competences taken into account in staff appraisal and career development?
- Are there staff responsible for championing diversity in each department or work area?

EXAMPLES

The city of **Madrid** offers staff a specific and voluntary training programme that aims to increase knowledge and awareness of diversity issues among city officers at all levels. Organised by the Institute for Training and Studies of the Madrid local government, these courses address in the first instance staff working directly with migrants such as policy officers, social workers, and others. Courses also raise awareness on issues of discrimination and xenophobia among city staff by including these issues in staff training courses.

In the context of the intercultural strategy, the city of **Munich** has defined a quality standard for intercultural trainings, which provides a common definition for objectives, content, evaluation and key concepts of trainings binding for all training providers. Trainings are formulated to support city staff in better meeting daily needs in a diverse city. Some 1850 staff members of Munich's integrated community service centres and 500 paramedics working for the fire department have participated in intercultural trainings so far.



NEEDS ASSESSMENT

09

The city ensures that migrants' needs are understood and met by service providers.

Like other societal groups, migrants have specific needs, behavioural patterns or perceptions that staff should be aware of when designing or delivering services that are meant to reach the whole population. This is relevant for universal or migrant-specific services, for services provided by the city or on behalf of it.

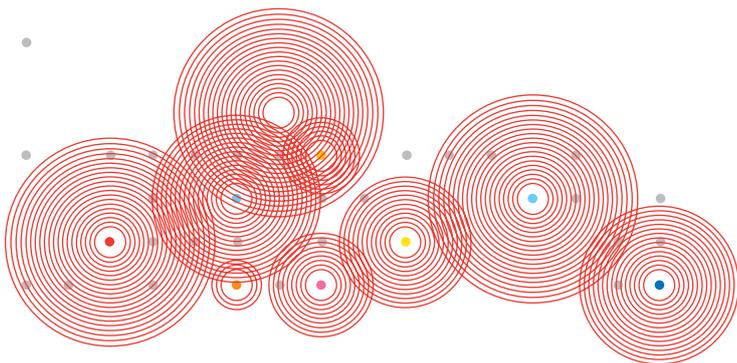
GUIDE QUESTIONS

- How are the diverse backgrounds of the city's residents acknowledged in the design and implementation of public services (e.g. housing; education; leisure; health; social services and care; employment; and policing)?
- How does your city use feedback from migrants to adjust its service delivery?
- Does your city provide the services in areas such as funeral/burial, school meals, leisure (women only sections or time-slots) in a way that caters for the background and expectations of all citizens?

EXAMPLES

The city of **Copenhagen** adapts some of its services to serve the needs of identified cultural and religious communities. For example, the city accommodates the needs of some cultures by offering female-only sections and times in some sports facilities as well as burial services in response to religious needs of both Muslim and Jewish communities. In addition, the Children's Commission has since 2006 put into practice an initiative that aims to promote healthy meals in the city's schools and responding to requests such as providing an alternative to pork in school meals. This has promoted dialogue and interaction among students and city population.

The city of **Oslo** ensures that inclusion and sensitivity to diversity are mainstreamed throughout municipal services, especially within schools and kindergartens, social welfare and health care. Since 2005, all services are required to report annually on how they adapt services to the needs and preferences of an ethnic and religiously diverse population, and what kind of methods and measures they apply to secure equality in services delivery for all. The results show that most services consult representatives of their minority background users; two out of three target their information to minority needs; and one in four are sensitive to minority cultural or religious preferences.



WELCOME CULTURE

10

The city ensures that newcomers are welcomed properly.

Many newly arrived migrants need proactive assistance and orientation. A welcome culture creates an atmosphere of trust for the new arrivals and is a sign of commitment to the benefits of migration and diversity. The first contacts between newcomers and the city services can be of crucial importance to long-term integration.

GUIDE QUESTIONS

- Does your city offer a comprehensive package of information for newcomers in different languages?
- How does your city support newly arrived residents from abroad to navigate through the bureaucracy?
- Are welcome and reception services known to migrants and offered in migrant languages?
- Do your city representatives provide leadership in driving a welcoming culture within the city?
- Do you have a designated agency or a cross-departmental coordination structure to welcome newcomers?

EXAMPLES

The city of **Florence** set up in 2008 a Unified Municipal Migration Desk (Sportello Unico Comunale Immigrazione) which simplifies administrative procedures for the growing number of foreigners coming to the city. Before the existence of this office, new city residents had to navigate through a complex system spanning across offices located across city just to obtain a residence permit. Today, this office brings together these and all other related administrative procedures as well as assistance and information necessary for migrants to settle and become established citizens, including information on health, education, housing, labour market qualifications, etc. Where needed, this assistance is provided in migrants' languages through interpreters.

The city of **Tampere** has a drop-in centre to support newcomers in finding information essential for settling into the city. Bringing together 10 advisors who are fluent in 17 migrant languages, the centre offers migrants useful information and advice on everyday issues including housing and employment information, health, and language course information, among others. Due to the low volume of migrants, the centre is a collaborative structure between Tampere and surrounding municipalities and provides services to migrants on site but also by phone or email.

CONFLICT MEDIATION

11

The city actively addresses potential and arising conflicts brought about by increasing diversity.

Increasing diversity can cause specific conflicts or can give rise to challenging situations. If such tensions are not managed quickly and properly there is a risk of escalation and they may jeopardise the achievements of a city's wider social inclusion policies. As the dynamics of open conflicts are difficult to predict and to control, conflict prevention is of crucial importance.

GUIDE QUESTIONS

- Does your city have a strategy or approach to prevent conflicts brought about by increasing diversity?
- Do you identify and monitor potential conflict areas or issues in your city?
- Do you have a sufficient number of officers working in the field who are trained in mediation and conflict-resolution and who can intervene in emerging conflicts related to migration and diversity?
- How does your city act on dispelling myths and stereotypes?
- Does your city have a mechanism by which the city council, other public agencies and the local media can coordinate a response to incidents or issues that might endanger harmonious intercultural relations?

EXAMPLE

The Intercultural Mediation Service of the city of **Barcelona** aims to facilitate intercultural communication and prevent conflicts in interpersonal relations and between neighbours and communities. The service acts as a bridge between people and groups from different socio-cultural backgrounds. The service works along three main axes, namely: interpersonal mediation, community mediation and translation staff.

PROCUREMENT

12

Principles of diversity are applied in procurement and tendering for municipal contracts.

By applying diversity principles in procurement and tendering a city can use the leverage of their purchasing power to directly spread diversity beyond the scope of its own authority. It also makes the city's diversity engagement more visible and creates job opportunities for migrants. Applying diversity principles in procurement refers to both suppliers who respect diversity and equality and migrant-owned businesses.²

GUIDE QUESTIONS

- Does your city's procurement policy for goods and services give priority to companies with a diversity strategy?
- How are diversity standards implemented in public procurement regulations?
- Are diversity requirements included in the tender specifications?
- How does your city ensure that migrant suppliers of goods and services (i.e. those owned by people of migrant background) have equal access to procurement?
- How does your city encourage or enable migrant businesses to apply for public contracts?
- How are diversity principles promoted amongst contractors?

EXAMPLES

In choosing suppliers for delivering goods and services, the city of **Copenhagen** gives priority to companies with a diversity strategy. The city also invokes clauses in their procurement contracts in some cases requiring suppliers to recruit a certain percentage of unemployed people (where migrants are disproportionately represented) as well as requiring them to incorporate diversity management practices into their human resources strategy. Since September 2010, clauses requiring employment of trainees have been invoked, resulting in 15 contacts being signed by the end of December. It is expected that these types of clauses will be used increasingly in the city.

The city of **London** has a procurement standard which certifies businesses to a baseline level of performance on equality, diversity and inclusion. Meeting this standard is a precondition for qualifying for public sector procurement. Companies have to demonstrate what they do to prevent discrimination in all parts of the business in order to obtain the certification that they meet the London procurement standard. The assessment goes through different stages and is more demanding for bigger companies. Next to the basic London procurement standard, a 'Gold Standard' has been developed that certifies businesses who meet the highest levels of performance in their diversity and equality policies.

² More information on the legal dimension of social procurement and ways of implementation can be found in *Buying Social: A Guide to Taking Account of Social Considerations in Public Procurement* (available at <http://ec.europa.eu/progress>) and the *Handbook on Supplier Diversity in Europe* (available at www.migpolgroup.com)

MONITORING AND EVALUATION

13

The diversity strategy is regularly monitored and evaluated.

Integration and the development of diversity competences are complex and fast changing processes. The social context and the political responses to it need to be constantly observed, adjusted and developed within the context of the diversity strategy to ensure that they continue to address real needs effectively and efficiently.

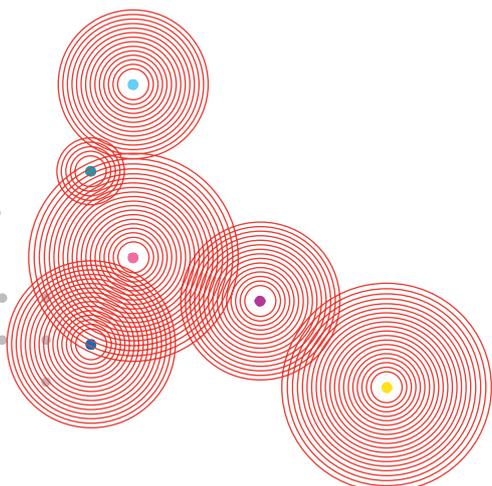
GUIDE QUESTIONS

- Does your city have regular reporting on the diversity strategy and the diversity action plan?
- Do these analyses and evaluations lead to changes in your city's practice?
- Does your city routinely collect quantitative and qualitative data on integration and diversity in different sectors (e.g. employment, housing, health, education, procurement)?
- How does your city evaluate the impact of campaigns and other initiatives that promote diversity?

EXAMPLES

Based on the goals formulated in the city of **Copenhagen's** integration policy, the Integration Barometer is a web-based tool developed to monitor progress of the integration/inclusion strategy. The barometer has been in place since 2006 and monitors eight goals across four theme areas (education, labour market, vulnerable groups and inclusion/diversity). Data is collected through surveys as well as through central and local statistics. The overarching goal of the policy - that Copenhagen should be an inclusive city - is measured on the Intercultural Cities Index. As part of the monitoring effort, comments and analysis prepared by the Office for Integration Policy in the city council are also published on the Integration Barometer website which is publicly accessible.

Based on its integration concept 'Encouraging Diversity – Strengthening Cohesion' the city of **Berlin** introduced in 2007 a comprehensive system to monitor integration processes and measure the outcomes of integration policies. The monitoring system is based on the category 'migrant background' (including foreigners, migrants and their children) and consists of a comprehensive set of indicators e.g. in the field of labour, education, business, urban cohesion, health, culture, judicial integration, intercultural organisational development. It provides city staff with a better understanding of integration processes and an evidence base for strategic planning and governance of integration policy of Berlin. A list of criteria to assess the outcomes and achievements made political decisions on integration more comprehensible and transparent.



Context Factors

The following are a list of factors that can affect the ability of your city to meet the benchmark. You can refer to these when using the toolkit to explain a particular context in which the city operates in reaching the European standard.

CONTEXT FACTOR	EXAMPLES OF WHAT THIS FACTOR MAY INVOLVE
<ul style="list-style-type: none"> • National legislation and policy 	<p>Division of competences between central and city administrations; rules limiting city's power to provide services to migrants, or ways of delivering them.</p>
<ul style="list-style-type: none"> • Data availability 	<p>Limits on sources of quantitative data - or qualitative information where relevant.</p>
<ul style="list-style-type: none"> • Migrant population 	<p>History of migration including recent changes; make-up of current migrant population (eg. language requirements, diversity, links with previous settlement).</p>
<ul style="list-style-type: none"> • Labour market and other economic conditions 	<p>Rates of unemployment and skills requirements of local employers, opportunities for self-employment.</p>
<ul style="list-style-type: none"> • City resources 	<p>Availability of financial resources for integration actions; changes in budget.</p>
<ul style="list-style-type: none"> • City's political situation 	<p>Political control within city administration; its policies on migration and integration; electoral outlook.</p>
<ul style="list-style-type: none"> • Civil society in the city 	<p>Degree of development of civil society in the city – both migrant-run organisations and others; extent of engagement in municipal decision-making.</p>





About MIXITIES:

MIXITIES was a mutual learning project - running from late 2010 to May 2012 - through which cities found out how they could best deliver their commitments in the EUROCITIES Integrating Cities Charter. MIXITIES explored three themes from the Charter, developing a detailed benchmark of key ingredients and best practice for each of these areas. The benchmarks were then used to assess real experience in European cities in peer reviews.

The host city - receiving the peer review visit - learnt about its strengths and weaknesses in this area of integration work by being compared with the benchmark. In addition, piloting the benchmark 'live' in that city gave MIXITIES the opportunity to test, improve and develop it into the toolkits to be used by cities across Europe as effective instruments to put the Charter into practice.

MIXITIES was implemented by a consortium coordinated by EUROCITIES, 16 local authorities from 12 EU Member States as well as expert leaders Berlin Senate for Integration and Migration and MigrationWork CIC.

How do the Integrating Cities toolkits relate to the broader EU context?

The 2011 European Agenda for Integration acknowledges the role of the EU in providing a framework for monitoring, benchmarking and exchanging good practice on migrant integration among the various governance levels. The EUROCITIES toolkits complement the European Modules on Integration.

These toolkits, benchmarks and modules on migrant integration (with those developed in other projects and networks) show the ongoing commitment of many public authorities and NGOs to learn from each other, assessing and improving policies for the integration of migrants in Europe.



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