

Integrating Cities Toolkit

Enhancing public perception on migration and diversity

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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**.

Three Integrating Cities toolkits were developed in 2012 through the work of the transnational project **Making integration work in Europe's cities (MIXITIES)**, funded by the European Integration Fund. They covered:

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

Through the work of the new Integrating Cities project ImpleMentoring “City to City support for migrant integration”, four new toolkits were developed in 2014 and cover the themes of:

- Enhancing public perception on migration and diversity
- Managing diversity and promoting equality in cities' administration and service provision
- Making participation effective in diverse neighbourhoods
- Engagement of migrant communities in local policy-making processes and political participation

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 **ImpleMentoring** 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.

A fuller explanation of benchmarks and ImpleMentoring method is provided by the methodology overview leaflet, separately in this folder.

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



Foreword

For over a decade, the EUROCITIES Migration & Integration working group has been delivering initiatives to highlight one of the core principles of migration: large cities are where integration happens and we are the front-runners in managing the diversity brought on by migration.

Our cities have continued to provide leadership on anti-discrimination and diversity thus offering a counter narrative to the rising populist and anti-migrant rhetoric, including references to the “failure of multiculturalism.”

The EUROCITIES Charter on Integrating Cities launched in 2010 and signed by 33 cities to date, harnesses the founding principle of our vision of a city where cultural and religious diversity are seen not as a threat but as an opportunity. The Charter identifies the duties and responsibilities of cities to provide equal opportunities for all residents and embrace the diversity of our populations thus addressing one of the greatest threats to integration which is polarisation and conflict between newcomers and established residents.

Maintaining social cohesion at times of increased economic pressure and competition of resources is a great challenge for local authorities, but one that we have taken on whole-heartedly. And, even if the media would have us believe otherwise, our efforts are paying off. A recent Eurobarometer survey on the “Perception of Quality of Life in European Cities” shows that surveyed citizens generally view the presence of foreigners in their city as positive. In fact, this positive outlook of citizens towards foreigners has improved since 2009.

This toolkit aims to further support the work of cities and help improve perception of their population on migration and diversity. It is the result of an 18-month process involving experts and local authorities.

The guidance provided has been tested and implemented in real-life situations in the cities of Lublin and Riga who participated in the ImpleMentoring project by committing to develop strategies to embrace the full potential of their diverse populations. This work was further complemented by the contribution of Genoa and Tampere who took part as mentors, offering their extensive experience in this area.

The resulting Integrating Cities benchmark on enhancing public perception on migration and diversity is meant to be a useful tool for cities across Europe, taking into account specific circumstances and contexts and offering some illustrative cases from other cities.

Public perception of migration is a litmus test for integration. With this toolkit we aim to make a marked contribution to any city aiming to improve its populations’ outlook of diversity.

Anu Riila,
city of Helsinki
Chair, EUROCITIES Working Group Migration & Integration

Enhancing public perception on migration and diversity

Integrating Cities standard

The city promotes migrants as desirable potential and actual citizens, neighbours and colleagues and publicly welcomes the opportunities diversity offers.

Rationale: The preamble to the Integrating Cities Charter recognises and values the contribution immigration and migrants have made to European cities. “Over the past decades and centuries, immigrants have arrived with fresh experiences and new ideas that have brought progress in science, arts, commerce and economic development. They play a leading role in creating the diversity and vibrancy we experience in our cities today.” This echoes the Charter of Fundamental Rights, which demands respect for and protection of human dignity (Art 1), equality before the law (Art 20) and respect for cultural, religious and linguistic diversity (Art 22). These articles form the basis of many of the actions proposed in the European Agenda for the Integration of Third-Country Nationals (2011).

The promotion of migrants and all residents as entitled to these rights and also responsible for respecting them in others is a key city role. Recent research ([Concordia Discors](#)) also describes integration as a property of space (rather than of persons or society): place shaping is, of course, the role of the city administration. But other research ([AMICALL](#)) shows that even those cities that have made a commitment to enhancing public perception of migrants and diversity do not necessarily take effective action, or know how effective their actions are.

Note on terms used in the benchmark

- Migrant = person born outside the country in question, who has moved to live there for at least 12 months (UN definition), or resident of ‘migrant background’, including person born to migrant parents (according to definitions varying between member states). Cities may wish to use other definitions, according to their practice, in applying this benchmark.
- Champion = a person with designated authority to watch over and promote an issue within a department, section or authority. Champions may actually work in other roles, or manage other work, but have a responsibility to ensure that the issue they are championing is raised, resourced and considered whenever appropriate.



PUBLIC COMMITMENT TO AN INCLUSIVE AND DIVERSE CITY

The city actively communicates its commitment to the city's diverse future and the city as a welcoming place.

Public commitment by the city authority is the cornerstone of any work on enhancing public perception on migration and diversity. Leadership in this is also an essential part of building and promoting a modern city. "Promoting and embracing diversity is essential in today's context, as it is a reality faced by more and more cities the world over," as Dr. Mohamad Maliki Bin Osman, mayor, Southeast District, Singapore, has commented to [Cities of Migration](#).

GUIDE QUESTIONS

- Does your city describe itself as welcoming, open and/or diverse in its publicity?
- Has the city leadership sought cross or multi party consensus on the importance of this commitment?
- Do political leaders from all major parties refer frequently to the city as a welcoming, diverse and inclusive place?
- Can city staff give examples of ways in which their work exemplifies and/or is shaped by this public commitment?
- Is it clear that this commitment covers all migrants: those who come to work, those who seek asylum, those from Europe, those from other countries, the young, the old, men and women, those with disabilities and those without, of all religious persuasions and none?

EXAMPLES

●●● GENOA

Diversity is embedded in Genoa's heritage and history as a city on the sea. Local media often publishes the mayor's statements reflecting his commitment to continue this tradition, but it is important to emphasise that he and the city authority approach this as part of a wider strategy. The mayor's statements are often an appreciation of what grassroots organisations and civil society (NGOs, non-profits, businesses in the town working on corporate social responsibility, etc.) have done and can do. So although the municipal administration's strategies and plans make reference to diversity, the emphasis is on ensuring widespread support rather than a top down approach.

●●● ZURICH

Zurich publishes discrimination reports every four years: the last, in 2013, focused on the good practice developed by the population and school departments. The reports are prepared by a working group nominated by the city authority and are based on workshops organised by the office of intercultural issues (Integrationsförderung), which involve civil society organisations, the migrants council, and different city departments.

●●● DUBLIN

Dublin City Council's Office for Integration (OFI) annual campaign focuses on the city's immigrant population to promote inclusion, integration and to combat racism and discrimination. Titled 'One City One People', the campaign uses a variety of media to promote the message that Dublin is an open city, a city that respects and embraces differences, is accessible, safe and equal, and does not accept racism and discrimination.

●●● LUBLIN

Lublin for all

During last years the initiatives were taken to promote diversity and intercultural dialogue in Lublin. This was possible due to the retrospection into the multicultural heritage of the city, active position of cultural minorities, growing number of inhabitants of a non-Polish origin and the geographical location of the city. Multiculturalism has also become one of the key elements of marketing and cultural strategies in Lublin. Campaign Lublin for All includes activities such as sociological research and expert analysis as well as the establishment of a working group supporting diversity. In the framework of the project, working visits, intercultural workshops and social campaigns were planned. As a result of the project management system of cultural diversity will be developed and implemented. At the same time the process of continuous evaluation will be used to ensure the goal is attained. The system will be presented in 10 major Polish cities.



PLANNING AND STRATEGY

The city makes building a shared and inclusive local sense of belonging and identity for all citizens and tackling discrimination in the city key strategic aims, which include working with other local, regional, national and supranational institutions as appropriate.

The research evidence is that working to build a shared sense of belonging and identity is more effective than running one off campaigns to enhance public perceptions of a particular group. Framing it like this enables everyone to see the benefits. Coordinating with other bodies increases resources and effectiveness. A longer term plan and strategy does not need to involve extra resources: it is as much about intelligent and planned use of the resources available, and planning to avoid unforeseen (and potentially expensive) problems in the future.

GUIDE QUESTIONS

- Does your city have a plan (or sections of relevant plans) that aim to build a shared local sense of belonging and identity for all citizens?
- Do these plans set out goals and priorities for this work and define who is responsible and the timescales?
- Do they identify migrants as an essential part of the city's future within the plans?
- Do city staff and partners know about the plans and use them in their work?
- Is there evidence this work is discussed and coordinated with other local and regional, national and supranational bodies?
- Is this work linked to strategies to combat discrimination in the city? How?

EXAMPLES

●●● RIGA

The Riga City Society Integration Programme for 2012–2017 and action plan was approved by Riga City Council on 25 September 2012. It is Riga's first integration policy planning document. It aims to promote a united society, in which the values of a democratic state are respected and a long lasting sense of belonging to Riga is developed, thus securing a high level of participation and cooperation among members of society. Riga's society integration programme and action plan is based upon fundamental principles: participation, cooperation, belonging, and unity. Integration is understood as a dynamic, two-way process of mutual understanding among inhabitants, uniting our society, in which all members participate as equals. It promotes constructive collaboration, intercultural contacts and equality.

●●● BRUSSELS

The Brussels Capital Region launched its Diversity Charter in December 2005, with five commitments to promote the principle of non-discrimination and the introduction of concrete actions to promote diversity in all its forms in human resources management for private companies, NGOs or public services.

One of the commitments is: "To communicate the commitment to non-discrimination and diversity, the actions implemented, the practices employed and the results achieved, both at company level and towards the competent authorities."

Actions plans, established with consultants, set out four areas of intervention, which include two ways of promoting a migrant's role: internal communication and awareness raising, and external positioning. The Diversity Charter presents the business case for diversity as a way to promote the openness of the organisation and how it reflects society, and raise awareness towards the general public. Diversity labels are awarded every two years to firms and public agencies.

COORDINATION AND GOVERNANCE



The city has assigned responsibility for implementing its work on enhancing public perception on migration and diversity goals to a specific person or department/section/body that has enough authority to ensure delivery and coordinate the different actors involved. There is at least one person who is designated the champion for this work at city level and in each major city department.

Working in a joined-up and coordinated way is the key to success in this area: failure to do so leads to mixed messages, which can undermine it. The work can of course be combined with other roles: the key is that the work is coordinated. A champion (a person who knows that they have this responsibility alongside their other work and coordinates it with the central person or body in charge of it) within each department enables consistency and focus across all areas.

GUIDE QUESTIONS

- Who (or what body) is responsible for enhancing public perception on migration and diversity in your city?
- Does this person or body have the necessary authority to direct this work?
- Does this person or body have enough resources to carry out this work?
- Who champions this work in your city?
- Does this person have a good network of people ('champions') with whom to work in different sectors of the city administration?

EXAMPLES

- • • TAMPERE -----
Tampere has three coordinators for immigrant issues and also a disability and accessibility ombudsman. The Tampere Immigrant Council has official status and represents the biggest immigrant groups in the city. Tampere has an Equality Plan and an Integration Plan, which are updated every four years when a new city council is elected. These plans are used when ordering and evaluating services and when purchasing committees and producers award service contracts. The plans are implemented through these contracts.
- The message is that Tampere is aware of the diversity of its citizens, wants to welcome everyone, and wants to ensure equal services for all citizens.
- • • MUNICH -----
Munich adopted an intercultural integration concept in 2008, and produced its first integration report in 2010. The approach suffuses all that Munich does, with a strong emphasis on cross departmental/functional responsibility. Annual talks between the Office for Intercultural Affairs and all department heads have succeeded in heightening awareness of the importance of this work and it is now "increasingly becoming a matter of course", according to the 2013 [Integration Report](#). The office is often consulted and involved in joint projects.

NEEDS ASSESSMENT, MONITORING AND EVALUATION



The city measures public perception of migrants and diversity consistently and regularly and uses the results to inform new initiatives and practice. The public perception strategy is regularly monitored and evaluated.

Research on what works and does not work in this area has not produced definitive answers to many questions arising. A continuous process of assessing and reassessing needs, measuring effectiveness and evaluating what works and does not work is the only way the city can avoid making mistakes that may produce the opposite effect to that desired.

GUIDE QUESTIONS

- How does the city know whether public perception of migration and diversity is positive or negative, and how it is changing?
- Does the city measure migrants' own views as to how they are perceived in the city?
- How do these measurements feed into the planning processes of the city?
- Does the city have any way of independently monitoring the progress of its strategy?
- How does the city know what works and does not work in its strategy?
- Are all these measurements used to drive a process of continuous improvement of the strategy?
- Can the city demonstrate how it has used these measurements as the basis for changing its strategy or its work?

EXAMPLES

- • • GENOA -----
The Centro Studi 'Medi' is run by a consortium of various non-profit organisations, and forms a local point of reference on social, cultural and political inclusion in Genoa. It works in active partnership with the city, and issues of public perception have featured on their programme. In 2005, it conducted action research on local teen gangs. Migrant youngsters were both researched and involved in action to challenge negative perceptions and representations of migrants in the media.
- The Centro Studi 'Medi' is supported by local institutions and is used as a source of inspiration and information for preparing the city's policy documents. It produces an annual report on the local dynamics of migration at local and regional levels.
- • • MUNICH -----
Munich published its second integration report in 2013, and it was approved by the city council in February 2014. In 2013, for the first time, the managerial board's citizen survey included questions on attitudes to diversity and intercultural policy, and the responses were used in preparing the integration report. They were able to tell the city council that "just under 90% of Munich citizens with and without a migrant background feel 'comfortable' to 'very comfortable' about the city's intercultural climate".

RAISING AWARENESS AND CHALLENGING PREJUDICES ABOUT DIVERSITY, INCLUDING MIGRATION AND MIGRANTS: A KEY COMMUNICATION AIM

The city has a core policy aim in all its communications of providing a balanced and positive picture of the contribution and importance of diversity and migration to the city.

It is important that there are no mixed messages coming from the city, since this will undermine the work. Coordination and clarity ensure this does not happen. All communications need to be part of this, not just those about migrants or diversity. Communication that is perceived as being too partisan (or even that which seeks to address myths directly via communications media alone) may have the opposite effect to that desired.

GUIDE QUESTIONS

- Does the city collate, commission, analyse and review information about migration and diversity in the city?
- Does the city ensure that useful, unbiased and reliable information on migration and diversity is consistently available to all stakeholders and residents?
- Do all those involved in the city's communications work have a close and productive relationship with the champion?
- Does the plan for enhancing public perception include all media used by the city?
- Are the core messages clear and incorporated into relevant departmental plans?
- Do all city communications (publications, websites, leaflets, press releases, interviews, public statements) appropriately promote a positive image of migration and diversity playing a full role in the city?
- Are migrants playing positive and varied roles clearly visible in all visual material produced by the city across all media produced by the city?
- Does the city promote positive migrant role models throughout all its communications (and not just those about migration and diversity)?
- Does the communications work use a variety of approaches likely to appeal to different audiences, such as humour, culture and music?
- Do all communications seek to provide balanced and accurate information about migrants and diversity?
- Is the communications work consistent and long term rather than based around one-off events or activities?

EXAMPLES

●●● RENNES

The Conseil Rennais de la Diversité et de l'Égalité des Droits (Diversity and Equal Rights Council of Rennes) holds an annual public conference on race discrimination, attended by 200 people. It includes a variety of cultural and related events focusing on migration history and memory, access to rights, and the fight against discrimination, and also seeks to widen access to cultural institutions like theatre and opera. A working group of migrants and non-migrants is involved in a memory project with local archives, to ensure that the 'memory of the city' includes people of migrant backgrounds.

●●● GENOA

Genoa has developed or supported a range of activities to communicate its commitment to diversity, mainly with other organisations.

- The annual Suq festival attracts tens of thousands of visitors to the area. It lasts for 15 days and is in the style of an Arabic marketplace, with restaurants, shops, performances, music and dance from different ethnic groups, plus debates on racism, asylum and migration. This is complemented by activities all year round. www.suqgenova.it
- The Palazzo Ducale Foundation was set up by the city and other stakeholders and is funded by mixed sources. Its performances and exhibitions are world renowned, and it has cultural, political and social diversity as its main focus: "Diversity is the lens through which we see today's culture and challenges." www.palazzoducale.genova.it
- Galata/Museo del Mare e delle Migrazioni is a city department funded partly by ticket revenues. It includes a display in which participants relive the experience of migrants from Genoa to the New World and can compare it to that of those arriving in Italy today. www.galatamuseumdelmare.it
- BarCamp on rights and differences (diritti e rovesci) was an event organised with local associations and individuals on what Genoa's cultural diversity offers: enrichment, openness, and 'new ideas'. Participants were asked to suggest new projects and ideas from which ten were selected for development.

INVOLVEMENT OF LOCAL COMMUNITIES INCLUDING MIGRANTS

The city has an appropriately resourced plan to involve local communities, including migrants themselves, in increasing awareness, challenging prejudices and promoting positive perceptions of migration and diversity.

Top down initiatives do not work unless matched and met by bottom up ones in this area. If local communities are actively and independently involved in this work, they will keep up the pressure on politicians, generate new ideas, bring new resources, develop new methods of communication, and take on the task as their own.

One of the messages from SPARDA was "nothing about us without us". Active migrant involvement in work on public perception may also generate new ideas, and reinforce the messages about the benefits they bring.

GUIDE QUESTIONS

- How does the city know whether public perception of migration and diversity is positive or negative, and how it is changing?
- Does the city measure migrants' own views as to how they are perceived in the city?
- How do these measurements feed into the planning processes of the city?
- Does the city have any way of independently monitoring the progress of its strategy?
- How does the city know what works and does not work in its strategy?
- Are all these measurements used to drive a process of continuous improvement of the strategy?
- Can the city demonstrate how it has used these measurements as the basis for changing its strategy or its work?

EXAMPLES

●●● BARCELONA

Estratègia Barcelona Antirumors [Barcelona Anti-rumour Strategy] is a long term city-wide project for maintaining social cohesion and fostering intercultural interaction and relations in the city, with a strong emphasis on equity and improving public perception of migration and diversity. It has been in place since 2010. It has the following objectives: 1) to dispel existing rumours, stereotypes and prejudice concerning cultural diversity in Barcelona; 2) to prevent the spreading of new rumours and the creation of stereotypes, prejudice and discriminatory practices; 3) to foster positive interaction in relationships between people of different ethnic origins.

The network involves 400 people, 150 from grassroots organisations and public and non-profit organisations, and the rest participating as individuals. Over 900 people have attended its training in three years, and almost 4,000 people received its catalogue of anti-rumour materials in 2013. The strategy has 5,000 friends on Facebook and its viral mailings reach an estimated 10,000 people.

●●● RIGA

The Riga Inhabitants' Forum meets regularly and brings together more than 200 inhabitants. It discusses participation, society uniting activities, etc. The last forum, conducted in 2013, also included issues regarding the Latvia's education system and the inclusion of newly arrived children.

●●● LUBLIN

Supporting Group: Due to the nature of diversity it was highly essential to establish a supporting group - working group on diversity which would involve representatives of the target groups: public institutions, NGOs and other people dealing with issues of cultural diversity and intercultural dialogue. Group consists of 40 people and meets regularly once a month. In addition they exchange information and experience of their own projects and initiatives.

ENGAGEMENT OF NON-GOVERNMENTAL STAKEHOLDERS INCLUDING MEDIA



The city works with local and national media, opinion formers and others outside the city authority to engage them in enhancing the public perception of migration and diversity.

When trying to change minds, it is important that the city does not become isolated or perceived as propagandising. Mobilising other stakeholders also helps build trust: people are more likely to believe messages that they see shared by several different actors with different interests. In a time of austerity, it is also important that cities look to find and mobilise other resources to support this work. The city also procures media space and is likely to be a major buyer in local media. This gives the city leverage which it can use to promote positive aims. Other buyers of media space certainly use this to influence media, and there is no reason the city should not do so as well where these aims are about making it a more welcoming and inclusive space.

GUIDE QUESTIONS

- Has the city identified the key media, opinion formers and others it wants to influence?
- Does this include media focusing on and/or run by minorities, migrants and women?
- Is the message about diversity promoted for all target groups (i.e. those affected by discrimination on the grounds of race or nationality - including migrants - gender, disability, age, religion or belief and sexual orientation) in all media (so, for example, positive messages about women are promoted in migrant media, positive messages about migrants in youth media, positive messages about LGBT communities are promoted in migrant media)?
- Does the city have a plan that includes mobilising non-governmental stakeholders to improve public perceptions of diversity and migrants?
- Can the city point to examples of how these people/organisations/agencies have become engaged in the work (such as sponsoring events or competitions, joint initiatives)?
- Has the city used its leverage as an important customer to influence media proprietors to improve their coverage of diversity and migration?
- Is the effect of such interventions and actions measured?

EXAMPLES

- **TAMPERE** -----
RASMUS (network against racism and xenophobia) is a network connecting city officers and departments with stakeholders and other bodies including over 30 NGOs, immigrant associations, the Immigrants Council, media, educational institutes, political parties, trade unions and religious communities. Every year, the network organises public campaigns against racism, including movies, schools events, concerts, clubs, plays, exhibitions, etc. and also organises the annual UN international week against racism. These events usually get a lot of attention from media and coverage in local papers as well as via radio channels. RASMUS started with no budget, but its success has brought funding from the city and the ministry of education.
Because so many organisations participate, information about it is spread widely through bulletins, etc. and through the city magazine delivered to every home in Tampere, as well as church magazines. The biggest newspaper in the region participates actively, and also offers space for writers on diversity and discrimination issues. The newspaper (Aamulehti) also organises discussions on diverse topics connected to migrants and invites migrants to discuss these themes with authorities and city officers.
- **LUBLIN** -----
As part of its work on integration, Lublin is staging a competition for student journalists (Lublin is home to many universities). A prize will be awarded to the best piece that promotes a positive perception of migration and diversity. A Breakfast with press was also organised, targeting representatives of the media in Lublin, national and ethnic minorities and non-governmental organizations of Lublin. It was attended by a person representing the City of Lublin and municipal institutions dealing with issues of foreigners, migrants and the topics of multiculturalism. Breakfast was an opportunity for a debate on the image of foreigners in Lublin media, and to share with reporters information on projects, activities of NGOs and to present the topic of multiculturalism in regional media. The first event gathered 34 participants.
- **OSLO** -----
Although there are standards set for media in Norway, a 2010 report found coverage of issues of immigration and integration to be polarised and problem-focused, with migrants feeling misrepresented. However, after the terrorist attacks of 22 July 2011, the media reviewed its practices, and “politicians, community leaders and organisations with ties to minority populations are increasingly taking part in public debate” (from city council report). Journalism courses are now also focusing on intercultural relations.

DEVELOPING SHARED ACTIVITIES AND SHARED SPACES



The city seeks to enable migrant and non-migrant citizens to work together frequently and regularly on their common interests and and to develop the habits of sharing spaces well.

The habit of working together and sharing space is one of the most effective ways a city can promote positive perceptions. In its work the city must understand and demonstrate that migrants are also, for example, women, older people, users of transport or local shops. And that young people, LGBT communities and neighbours are also migrants, as other examples. If shared or public space is lost (e.g. squares become shopping malls, local schools become more exclusive) this carries with it the danger that everyday opportunities for the building of positive perceptions are lost.

GUIDE QUESTIONS

- Does the city seek to identify all options available for migrants and non-migrants to work together?
- Does the city include migrants in the work it seeks to develop for communities of interest (e.g. young people, women, older people, LGBT, neighbourhoods)?
- Does the city organise activities which enable safe and productive intercultural contact?
- Does the city promote regular events which celebrate the advantages of diversity and which are valued and enjoyed by all?
- Does the city plan for and preserve shared spaces in which migrants and non-migrants can meet, interact informally and learn from and about each other? These might include spaces of shared purpose like schools, or those set aside for public interaction like squares.

EXAMPLES

- **RIGA** -----
The Non-Governmental Organisations Centre was established in September 2013 to provide free premises for non-governmental organisations to carry out their activities. It is a place for cooperation among different non-governmental organisations, including organisations working on migration issues.
- **BARCELONA** -----
Espai Avinyó – Llengua i Cultura (Espai Avinyó – Language and Culture) is one of the leading city-wide projects within the Barcelona Intercultural Programme. The project is promoted and funded by the Immigration and Interculturality Services Area of Barcelona city council, in partnership with the Language Policy Area of the government of Catalonia (Generalitat), through the Consortium for Language Standardisation. Espai Avinyó is an example of how key local and regional institutions can work together with community organisations and other city institutions to build a shared and inclusive local sense of belonging and identity for all citizens, with the common aim of enhancing public perception, knowledge and experience of migration and cultural diversity.
- **TAMPERE** -----
Tampere City Library actively encourages migrants by publishing brochures about library services in various languages and by organising weekly open, free language cafes. At the cafes, there are several library officers who discuss different themes in Finnish, and participants are both Finnish born inhabitants as well as inhabitants with migrant backgrounds. The language used is simple and easy to understand. The library offers tea and coffee for participants. Since libraries are free in Finland, and the library institution is quite unique, most people visit regularly and libraries are part of Finnish culture. It is an excellent place to promote interaction and positive perception between citizens and migrants. Libraries are also accessible buildings, so it is easy for people who use wheelchairs or pushchairs. And these events are practically free to organise. For more details, see the [video](#) or [website](#).

DEFUSING TENSIONS AND MEDIATION



The city is able to identify possible sources of tension and provides appropriate mediation and other resources to deal with conflicts.

However good the work undertaken by the city, there will inevitably be tensions and difficulties, including those caused by external events and people. Early identification of this depends on good intelligence. Appropriate action depends on planning for this eventuality. Mobilising mediators is often an effective response.

GUIDE QUESTIONS

- Does the city have appropriate networks involving a range of local people and organisations which it asks for information and to which it listens so that it can identify possible sources of tension in time to respond effectively?
- Is this intelligence collected and assessed by a person or department with sufficient resources and authority to act on it as necessary?
- Does the city have access to trusted and skilled mediation resources which can be mobilised if needed?
- Are there appropriate resources within the city to deal effectively with hate crimes?
- Do these resources include mobilising civil society and local residents to reject hate crimes and support victims where appropriate?

EXAMPLES

- **GENOA** -----
Genoa's historic centre, the inner city, has traditionally been poorly maintained and the place where poor new migrants found cheap accommodation. The city has organised training on community mediation for the police serving this area, using a model of community mediation developed in Argentina. In the past, high tensions in this 'ghetto' often led to police responses against migrants and people with mental health problems that resulted in violence and injury. Since the training, the number of violent incidents has dropped. -----
- **ZURICH** -----
Community centres across Zurich plan activities by and for the local population. Linked to these, SIP (security, intervention, prevention) services, prevent conflicts in public spaces before they start. There is also a person in charge of neighbourhood security and a coordination team to support local civil society initiatives. All of this is coordinated and monitored by the central administration. There is also a budget set aside by the city to support local integration activities. -----

STAFF DEVELOPMENT



The city develops understanding and knowledge among its staff of the importance of migration and diversity and incentivises their dissemination of this to all with whom they come into contact in their official roles.

If the city is to have a unified approach and wishes to put out a clear series of messages on migration and diversity, all staff must play a role in this. If not, the message is undermined. Staff provide a valuable source of ideas and intelligence. They are also themselves often city residents, and so will play other roles in their neighbourhood, as parents, as service users etc. in which their deeper and more consistent understanding of the work will be an important asset.

GUIDE QUESTIONS

- Are all city staff made aware that they are ambassadors for the diversity of the city while at work as part of their induction and training processes?
- Do staff understand the key messages about the importance of migration and diversity for the city?
- Are staff kept informed about the work done to promote positive perception of migration and diversity?
- Are staff encouraged to come up with ideas about how this work can be developed?
- Do staff understand that this is part of everyone's work, not just a role for specialists in diversity or migration?
- Are staff encouraged to find new and creative ways of disseminating this message?
- Are staff encouraged to be part of the networks the city develops to keep it up to date with local views and concerns?
- Do staff appraisal, targets and reward systems include recognising the work that staff do in encouraging positive perceptions of migration and diversity?

EXAMPLES

- **GENOA** -----
Il Centro Scuole e Culture and Laboratorio Migrazioni are supported by the city, local university and national ministry of education. Both work in a coordinated way to promote an intercultural approach to diversity in Genoa's school system. -----
- **ZURICH** -----
In 2014 the Zurich office for intercultural issues (Integrationsförderung) published guidelines for skills in transcultural work (Leitfaden transkulturelle Kompetenz) for administrative departments, to enable them to find the right training for their staff in intercultural or transcultural work. This was necessary because some offices did not realise that it was not enough to have a checklist or know about languages or religions, but that professionalism in work requires developing ways to act in concrete situations. The guidelines are a draft and will be continually developed in the light of new experience. More guidelines on dealing with written translations are in the pipeline, and the city is also developing better ways to support staff who may find it difficult working with migrants. -----

PROMOTING MIGRANTS' ROLES IN PROVIDING KEY SERVICES IN THE CITY



The city uses its communications strategy to point out the role played by migrants in delivering vital services, and encourages partners and those commissioned to provide services to assist with this where possible.

Positive perceptions can be created and enhanced by emphasising the important roles migrants play in the city, and especially in public services. The city administration's power within the city is not confined to the resources it can mobilise directly or to its role as an employer or partner or influencer. As a buyer it also wields great power and this should form part of its strategy to promote public perception, enabling providers to be enlisted as partners in the strategy along with others such as health services, education, etc.

GUIDE QUESTIONS

- Does the city champion know about the important roles migrants play in providing key services?
- Are examples of this provided regularly to communications staff for use in publicity materials?
- Have other key service providers been identified as potential key partners in the work promoting positive perceptions?
- Have officials in charge of procurement of all services been asked about how they can promote positive perceptions of diversity and migration through their work?
- Does the procurement process enable migrant-run businesses (and indeed, those run by other diversity target groups) to bid for city contracts and commissions (using all the relevant options for including social value as a criterion for choosing contractors)?
- Are the roles of migrant led businesses and those employing migrants in senior roles in providing city services communicated to residents?

EXAMPLES

- • • **MADRID** -----
The municipal police forces in Fuenlabrada, near Madrid, have worked to increase diversity and build community relations. They offer free training to migrants and their children who meet the eligibility requirements and would like to join the local police, and also offer cultural awareness and diversity training to all officers.

They also offer information sessions on Spanish law and legal processes, and have created a community forum through which they consult on emerging issues and concerns. All information is made available in Romanian, Arabic, English and Spanish. -----
- • • **TAMPERE** -----
The Tampere Multilingual Information and Guidance Services have 12 advisors speaking 17 languages, as well as Finnish. People go to them for advice about living, working and studying in Tampere. Tampere is committed to encouraging diversity in its supplier base and so allows immigrant associations, enterprises owned by migrants, and self-employed persons, to bid to offer these services. The Multilingual Information Centre plays a key role in the integration process of migrants as well as offering employment to migrants who already know about Finnish society and language. Advisors working at the centre act as role models to newcomers. Working as a partner in an active cooperation with Finnish authorities, other city offices, the social sector, police, legal advisors etc. they highlight the importance of language skills in services but also promote diversity by demonstrating good practice. -----

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

- **National legislation and policy** Division of competences between central and city administrations; rules limiting city's power to provide services to migrants, or ways of delivering them.
- **Data availability** Limits on sources of quantitative data - or qualitative information where relevant.
- **Migrant population** History of migration including recent changes; make-up of current migrant population (eg. language requirements, diversity, links with previous settlement).
- **Labour market and other economic conditions** Rates of unemployment and skills requirements of local employers, opportunities for self-employment.
- **City resources** Availability of financial resources for integration actions; changes in budget.
- **City's political situation** Political control within city administration; its policies on migration and integration; electoral outlook.
- **Civil society in the city** Degree of development of civil society in the city – both migrant-run organisations and others; extent of engagement in municipal decision-making.



About the ImpleMentoring project

ImpleMentoring was a city-to-city support project running from November 2012 to May 2014, introducing to the field of mutual learning between cities the concept of mentoring.

Led by EUROCITIES, the ImpleMentoring project promoted mutual learning between cities in four thematic areas of integration, to enable them to improve their practice. In this way it helped them to get closer to European standards of best practice and - in particular - to realise the principles of EUROCITIES' Integrating Cities Charter. It built on the experience and success of EUROCITIES projects (MIXITIES, DIVE and INTI-Cities) by shifting the focus from peer reviews and standard-setting towards policy implementation guided by standards and evaluation.

ImpleMentoring was realised by a consortium coordinated by EUROCITIES, 15 local authorities from 11 member states and Migration Work CIC as a facilitator and expert leader.

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

ImpleMentoring introduces an innovative learning method. Its strength lies in the interaction between two levels:

● ● ● **Specific and local:** It supports partner cities in carrying out concrete changes to local practice - where goals and standards are set by a benchmark based on EU-wide experience, and each city undertaking these actions is mentored through the process of change by a mentor city.

● ● ● **General and EU-wide:** By applying its thematic benchmarks in these 'real-life' city actions, ImpleMentoring develops, tests and validates them so they can be delivered to Europe's cities and the European Commission as tools for improving practice EU-wide in future years.

These four toolkits and benchmarks on migrant integration follow the three toolkits already published in the framework of the MIXITIES project in 2012 and are still available on www.integratingcities.eu. They 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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